



SAHEL ANALYST JOURNALS

JOURNAL OF RESOURCES AND ECONOMIC DEVELOPMENT (JRED)

Volume 6 No. 3 December 2023

**A Publication of the Faculty of Management
Sciences
University of Maiduguri, Borno State, Nigeria**

CONTACT US

Faculty of Management Sciences, University of Maiduguri
Bama Road, Maiduguri
PMB 1069, Maiduguri, Borno State, Nigeria

Contact No:

Business Managers: +2348067209220 or +2348032689693

Contact Email: sajredunimaid@gmail.com

Website: <http://www.saheljournalsonline.org.ng>

Printed by Ski-Press Publications. Maiduguri, Nigeria.
All rights reserved. Reproduction in any form is prohibited.
Copyrights @ SAJRED, 2023 (ISSN 2705- 1943)

EDITORIAL BOARD

Editor in Chief: Prof Mustapha Momoh

Department of Business Administration, University of Maiduguri

Managing Editor: Dr Baba Jidda Malah

HOD, Department of Economics, Borno State, University, Maiduguri,

Business Manager I: Dr Abdulkabir Adedeji Niran

Department of Economics, University of Maiduguri

Business Manager II: Dr Tawa Suleiman

Department of Business Administration, University of Maiduguri

Associate Editors

Affiliation

Prof Dahiru Hassan Balami – Department of Economics, University of Maiduguri.

Prof John Naphtali – Department of Economics, Federal University Lokoja.

Prof M. I. Bazza – Department of Business Admin., University of Maiduguri.

Prof W. C. Ndubusi – Dept. of Banking and Finance, University of Maiduguri.

Prof Mohammed Madawaki – Dept. of Banking and Finance, University of Maiduguri.

Prof Yagana B.K. Imam – Department of Marketing, University of Maiduguri.

Prof Paul Mbaya -- Dept of Public Admin., University of Maiduguri.

Prof Akinniyi K. Opeyemi -- Dept of Accounting, University of Maiduguri.

Prof Fausat Fumilola Ahmed – Dept. of Economics, University of Maiduguri.

Prof Jibril Musa Talba – Department of Economics, University of Maiduguri.

Dr Muhammad Musa – Department of Economics, University of Maiduguri.

Dr Mohammed Tukur – HOD, Department of Economics, University of Maiduguri.

Dr Muhammad Othman Lawan – Dept. of Economics, University of Maiduguri.

Dr Alhaji Bukar Mustapha – Dept. of Economics, University of Maiduguri.

Dr Ummah Mani – Dept of Marketing, University of Maiduguri.

Dr Joel O. Silas -- Dept of Public Admin., University of Maiduguri.

Dr. Balami A. Ezekiel -- Dept of Public Admin., University, Kaduna.

Dr Mohammed Audu -- Dept of Finance, University of Maiduguri.

Dr Buba Pulka -- Dept of Business Admin, University of Maiduguri.

Dr Salihu Tijani Mohammed – Dept. of Agric. Economics, University of Maiduguri.

Dr Bello M Ibrahim – Department of Economics, Maitama Sule University Kano.

Dr Adegbola Eunice – Department of Business Admin, Nat. Open Univ. of Nigeria, Abuja.

Dr Ibrahim Bakari – Dept of Economics, Modibbo Adama University of Technology, Yola.

Dr M. S. Jabo – Dept. of Agric. Economics, Usman Danfodio University Sokoto.

Dr Dabwor, T. Dalis – Department of Economics, University of Jos.

Editorial Advisers

Prof Haruna D. Dlakwa – Dept. of Public Administration, University of Maiduguri

Prof M. M. Daura – Department of Geography, University of Maiduguri

Prof Yusuf M. Yusuf – Faculty of Law, University of Maiduguri

Prof James J. Adefila – Department of Accounting, University of Maiduguri

Prof S. K. Msheliza – Department of Finance, University of Maiduguri

TABLE OF CONTENTS

1. Customer Complaints: A Strategic Tool for Reshaping Performance Effectiveness in Modern Corporate Organisations in Abuja, Nigeria 1 – 20
Ovivi, Audu Jamiu & Ayasal, Anthony Auya
2. Financial Market Frictions and Stock Market Performance in Nigeria 21 – 38
Afensimi Elijah & Omogbai Courage Agbologa
3. Effect of Financial Behaviour on the Wellbeing of Academic Staff in Yobe State University Damaturu, Nigeria 39 – 49
Maigana Amsami & Hassan Aliyu
4. Analysis of Digitalised Accounting Practices in Nigeria 50 – 64
Ibhawaegbele, Peter Akhigbe; Janet Onimawo & Umoru Shehu Tijani
5. Federal Government Revenue and Infrastructural Spending in Nigeria: Evidence from Time Varying Parameter Model 65 – 81
Aminat M. Usman
6. Effect of Job Enrichment Strategies on the Performance of Employees in Kamwire Holdings Ilorin, Kwara State, Nigeria. 82 – 99
Amosa, Jimoh Rafiu; Salman, Abdulrasaq & Suleiman, Ahmed Aremu
7. Corporate Governance: Concepts, Systems, Mechanisms and Historical Perspectives 100 – 111
Yakubu Shaba & Mulikat Folashade Usman
8. Political Culture and Women Representation in Nigeria's Fourth Republic (1999-2023) 112 – 124
Anthony Uchenna Onuoha & Theophilus Arebamen Okojie
9. Indigenous Crime Control and Security in Ughelli, The Role of Vigilantes and Traditional Institution 125 – 136
Irogbo, Prosper Uyoyou & Agbamu, Mercy Etakpobunor
10. Universal Basic Education Policy for Public Junior Secondary Schools in Uhumwode Local Government Area of Edo State, Nigeria 137 – 148
Fred Osahon Okunmahie & Thomas Obaren Igabor

EFFECT OF JOB ENRICHMENT STRATEGIES ON THE PERFORMANCE OF EMPLOYEES IN KAMWIRE HOLDINGS ILORIN, KWARA STATE, NIGERIA

Amosa, Jimoh Rafiu^{1a}.

Salman, Abdulrasaq^{1b}.

Suleiman, Ahmed Aremu^{1c}.

Abogunrin, Abiodun Peter²

Abstract

The complexities of modern business operations demand a clear departure from the traditional ideological orientation of prioritizing the use of monetary rewards as the most cherished motivational tool to obtain workers concurrence and higher performance but rather a more robust work-related employee performance-oriented strategies one of which is job enrichment. This is important to avert job monotony, boredom and all forms of operationally induced workplace dissatisfaction that is associated with highly bureaucratic and over-controlled authority structure. Therefore, this study sought to examine the effect of job enrichment strategies on employee performance with reference to KAMWIRE holdings Ilorin. Other specific objectives of the study were to: examine the effect of job enrichment strategies on employee engagement; and (ii) to determine the effect of job enrichment strategies on employee quality of work. The population of the study is 1,621 out of which 318 respondents were given questionnaire through a multi stage selection technique. Partial Least Square Structural Equation Modelling (PLS-SEM) were adopted for analysis. The results showed that job enrichment strategies have positive and significant effect on employee engagement as well as quality of work in the organisation studied. In conclusion, job enrichment strategies have positive and significant effect on employee engagement as well as quality of work. It was recommended that organizations should improve on the latitude of operational freedom of their employees as well as enhance their skill variety through inter and intra departmental postings to eliminate operational and workplace boredom for improved employee and organisational performance.

Keywords: Job enrichment, Employee engagement, Equality of work, Autonomy, Skill variety

¹ **Department of Business Administration, Faculty of Management Sciences, University of Ilorin, Ilorin, Nigeria.** a. amosa.jr@unilorin.edu.ng; jimohrafiu73@hotmail.com : b. salman.a@unilorin.edu.ng; salrasaq2@gmail.com : c. suleiman.aa@unilorin.edu.ng; aremu.ahmed40@gmail.com

² **Department of Industrial Relations and Personnel Management, Faculty of Management Sciences, University of Ilorin, Ilorin, Nigeria** abogunrin.ap@unilorin.edu.ng

Introduction

The dynamics of modern business operations demands that business managers continuously search for novel and efficient strategies of boosting employee performance as a result of the shifting employment environment and globalization. In order to achieve employee performance and, consequently, the success of the organization as a whole. Hence, it becomes necessary for organizations to concentrate on improving workers' competencies, motivation levels, and sense of worth among others.

Consequently, modern business managers have implemented work enrichment strategies as a practical motivating tool to achieve increased employee performance, leading to a notable improvement in both employee and organizational performance. The primary goal of work enrichment is to increase the job level in terms of responsibility, challenge, significance, and intrigue. Giving employees greater responsibility and variety in their work can help to enhance their motivation by allowing them to utilize a wider range of skills. Furthermore, the goal of job enrichment is to counteract the negative consequences of monotonous work, boredom, lack of flexibility, and discontent among employees. An enriched work environment will provide a variety of difficult tasks and challenges, a finished work unit, feedback, encouragement, and channels for effective and efficient communication (Saleem, Shaheen & Saleem, 2012).

In addition, due to the rapid change in environment and increasing level of competitive rivalry, organizations are now beginning to shift from the traditional ideological orientation of seeing money as the greatest motivating factor to a situation where workers continue to value their work, have more control in scheduling their work and deciding how best the work should be done and to be esteemed for the work they do (Hower, 2008). Additionally, organizations are starting to move away from the traditional ideological orientation that views money as the primary motivator to one in which employees value their work, have more control over how best to schedule their work and complete it, and want to be respected for the work they do (Hower, 2008). In job enrichment, workers derive joy and a sense of self-actualization in their position with a greater variety of skills, and tasks that requires self-systematic technique of harnessing work processes and procedures for stimulating employees' performance and satisfaction (Robbins & Judge, 2011).

Moreover, this suggests that workers may become dissatisfied with their positions if they discover they don't have the right kind of challenge, appropriate respect, recognition, or innovation, boring processes, or an excessively bureaucratic and regulated authority structure. The concept of job enrichment, as applied to human resource management, has gained significant attention as a dynamic means of enhancing work structures and procedures with an atmosphere that fosters employee autonomy, flexibility, personal development, and job satisfaction in order to motivate prompt performance from workers (Aguinis, 2009).

On the other hand, employee performance is a measurement of how well or how poorly employees conduct their required job duties and how promptly they meet their deadlines or requirements. Besides, employee performance encompasses the level of commitment of employees at work, employees' level of engagement, involvement, participation, productivity, effectiveness, efficiency, task performance,

quality of work delivery, employee satisfaction, employee motivation, lots to mention but few. Motivated employees in an organization are said to perform beyond standard most times. To achieve this motivation, therefore, most managers consider the use of fringe benefits and other human resource management tools, one of which is job enrichment (Bernardin, 2017).

In facts, operational and workplace boredom often comes with negative outcome such as job dissatisfaction, low productivity, low administrative performance, work stress, psychological breakdown, loss of interest, low commitment, employee detachment to the organisation, low quality of work, absenteeism, lateness and eventual withdrawal of services which is a common decimal in most organizations. One possible reason for this development is that workers in these organizations view their jobs as dead ends and, therefore, have no pride in their work. To prevent losing such valuable workforce to competitors as a result of boredom and job dissatisfaction, job enrichment has proven to be an excellent means for maintaining, retaining and eliciting high performance from employees (Mac-Ozigbo, & Daniel, 2020) It is in view of this, that this study examined the impact of job enrichment strategies on employee performance in Kam Holdings which is one of the manufacturing giants operating in Kwara state, Nigeria.

Research Objectives

The main objective of this study is to examine the effect of job enrichment on employees' performance, while the specific objectives are to:

- i. examine the extent to which job enrichment strategies affects employee engagement;
- ii. evaluate the extent to which job enrichment strategies affect quality of work.

Literature Review

Job Enrichment

Job enrichment is seen as a process where management give increasing responsibilities which are often assigned to the superiors to the employees. The essence of this is to help employees to build the sense of self-management and self-sufficiency. Jaga, Bagraim and Williams (2013) also posited that job enrichment is a fundamental aspect of stimulating the effort of employees by expanding job responsibilities and giving increased autonomy over the task processes and completion.

Job enrichment develops jobs vertically and increases the variety of tasks in a job (Robbins, & Judge, 2011). Job enrichment gives room for the employee to have greater control over their work. The variety of tasks in an enriched job makes an employee to accomplish a given activity with increased sense of autonomy, individuality and responsibility (Kamal, et., al., 2008); and feedback should be given to allow employees to assess and evaluate the level of completion which is the end result of the task itself (Armstrong, 2010).

Where jobs have been enriched, employees tend to be more engaged with the organisation, have enhanced quality of work delivery and are more satisfied with their work with overall decrease in labour turnover and absenteeism (Saavedra & Kwun, 2000). Job enrichment is a fundamental aspect of stimulating the effort of employees

by expanding job responsibilities and giving increased autonomy over the task processes and completion. Job enrichment is a systematic way of inspiring employees by giving them the opportunity to use a number of different types of skills and capabilities in performing a task (Jaga, Bagraim, & Williams, 2013).

Job Enrichment Strategies:

Skill variety

This is 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. Derek and Laura (2000), argued that movement of employees from one job to the other within a particular organization and allowing them to adopt a variety of tasks in their work helps in avoiding repetitiveness, dullness and boredom. 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 meaningfulness in their work.

Task Identity

The second dimension refers to the degree of seeing the completion and end result of the task itself. The task identity becomes relevant when a task is completed and employees can actually attribute the quality of their efforts. For example, individuals who builds the entire product from beginning to the end will likely find their jobs to be meaningful and interesting than employees who just focused on a segment or element of a component part of a product (Mione, 2004).

Task significance

The third core job enrichment dimension focuses on how important the task is to the overall efforts of the organization. If employees observed that the task significance is very high, it will serve as a driving force and motivational tool for them to increase and exert more efforts on the job (Gupta & Upadhyay, 2012). Therefore, it is important for every organization to acclimatize the employees with how various part of the company works collectively, know what the end product is or should be, its uses and the users. The knowledge of these will help them to see the importance of the tasks they perform and put more effort to see it done very well.

Autonomy

The fourth core job enrichment dimension reflects the degree of liberty, freedom, independence, impartiality, objectivity and administrative ability the job holders have in accomplishing the task given to them. It can be pointed out that employees perform better when they have the freedom, autonomy and opportunity to decide what and how the job is to be performed and accomplished (Gupta & Upadhyay, 2012). Autonomy is seen as an integral aspect of motivating employees and giving them the sense to feel they are part of the organizational members and not just as a machine to be used and overhauled (Leach & Wall, 2004).

Feedback

Feedback is a unique and very important aspect of career development which entails a regular review of the performance of employees in the organization. Feedbacks leave room for improved competitive positioning as it goes further to

communicate back to the employees regarding their performance and to know how they are progressing within the organization in carrying out their duties, tasks and responsibilities. Feedbacks should not be delayed but should be timely and specific since it is part of the rights of employees to know how they are progressing within the organization so as to block visible gaps between expectation and reality in terms of performance (Gupta & Upadhyay, 2012).

Employee Performance

Performance comes from the word job performance or actual performance which means work performance or actual achievement made by someone. Work performance) is the work quality and quantity achieved by an employee in carrying out his function in accordance with the responsibilities given to him.

Employee performance has been widely defined by experts. According to Lin, Li, Zhao & Armstrong (2016) performance is the result of work that has a strong relationship with the organization's strategic objectives, customer satisfaction, and contributing to economic aspects. Crook, Ketchen, Combs, and Todd (2008) sees performance as a record of the results obtained from certain job functions or certain activities during a certain period. Antoncic and Antoncic (2011) states that performance is not only the result of work but, it includes how the work process takes place. According to Omar, Rafie, and Selo, (2020), employee performance entails an action or what employees do in carrying out the work done by the entire company. Performance in carrying out its functions is not independent, but always influenced by employee job satisfaction, how motivated they are, the level of rewards given, and individual skills, abilities, and traits. According to Al Mehrzi and Singh (2016), Performance is the result or level of success of a person as a whole during a certain period in carrying out tasks compared to various possibilities, such as work standards, targets or other predetermined criteria that have been mutually agreed upon. Furthermore, Wacker, Yang, & Sheu, (2016). opined that performance is basically what employees do or do not do.

Measures of Employee performance

Employee engagement

Employees' engagement incorporates the willingness of individuals to completely invest their selves into an organizational role. It is found that when employees are contended with their jobs as well as organizations, they are motivated to contribute in the organization at their maximum level. Engaged of employees helps in improving their performance in the organization (Saks, 2006). High efficiency and productivity are needed by the organizations to survive in the dynamic business environment. So also, management is faced with the challenges of coping with the fierce competition of the market, hence focusing on improving employees' engagement towards their work and by implication improving their performance (Anitha, 2014). According to Sharma and Nambudiri (2020). employee engagement is driven by the employee satisfaction because employees are not ready to be engaged with their work unless they are satisfied from their jobs.

Quality of Work

Quality work refers to work that meets and exceeds client or company expectations. Conducting quality work requires that employee use your skills to

complete duties with the highest standard. Defining quality may be subjective and is subject to specific clients or employers. Typically, quality work is work that meets all deadline requirements, meets completion expectations and presents accurate information. Additionally, quality work often come with the following characteristics: Free of errors or avoidable mistakes. Meets deliverable requirements set by the organisation. Chowdhary and Prakash (2007) opined that if expectations are met, service/work quality is perceived to be satisfactory; if unmet, less than satisfactory; if exceeded, more than satisfactory. The expectations/experiences connection is consistent with Gronroos' conclusions based on research he performed in Europe. Quality evaluations derive from the service process as well as the service/work outcome.

Empirical Review

Tayeh (2023) investigated the impact of job enrichment on employees' performance with reference to employees in Aqaba Jordan customs. The study population is a census which consisted of all 213 administrative employees. The study made use of descriptive analytical approach, where questionnaire was distributed to a random sample of 138 employees. SPSS was applied to analyse data. The study concluded that there was a positive significant relationship between the dimensions of job enrichment and job performance of employees at Aqaba Jordan Customs

Manta (2022) examined the bearing of job enrichment, job enlargement, job training and compensation on employees' motivation with direct focus on Indian telecommunication industry. The population of study comprises of the people who work in telecommunication firms in India. The study sent out 600 well-structured survey instruments with a Cronbach Alpha value of between 0.800-0.948 through email. The study made use of AMOS programme to analyse the statistical data to define the measurement model, correlation and structural equation modelling. Findings from the study shows that job enrichment, job enlargement, job training and adequate compensation have positive and significant effect on employee motivation and performance in the Indian telecommunication companies.

Allemon (2019) analysed the effect of job enrichment to achieving the motivation for accomplishment among administrative employees in Arab Potash Company. A questionnaire was developed to collect and analyse data. The study sample consisted of 146 administrative employees, while it applied the descriptive analytical method. The results indicated that the perceptions of respondents towards job enrichment and achievement motivation obtained a high degree in term of its capacity arose the to deliver and accomplish the employee and organisational goals, so it recommended making efforts to strengthen and maintain this high degree of application of these strategies.

Al-Harbawi (2019) studied the extent of the Hebron municipality's application of the concept of job enrichment and career expansion, the main objective was to determine whether there are differences in the application of job enrichment and expansion attributed to gender, educational qualification, experience, and job level. The study used descriptive analytical method of collecting and analysing data through a questionnaire designed for this purpose with a random sample selection of 127 employees. The method of analysis was ordinary least square regression through SPSS version 23. The study concluded that the application of the concept of job

enrichment in the municipality has enhanced the accomplishment of the set objectives of the organisation.

Marta, Supartha, Dewi, and Wibawa (2021) examined the impact of job enrichment and employee empowerment on the organizational commitment of employees in the regional office in Bali and Noosa. The main objective was to examine how job enrichment and employee empowerment affects organizational commitment. The methodology used was survey research design. It applied the questionnaire to collect data and information for all 42 employees, who occupy executive positions. The result of the chi-square analysis found that job enrichment and empowerment affect significantly and directly the process of organizational commitment, and recommended taking into account the size of work done by the employee, and focus on the size of the compensation against this work.

Hope, Obianuju, Obi, Agu, and Augustine (2017) determined the impact of job enrichment on job commitment in some manufacturing firms in Nigeria. The main objective was to examine how job enrichment affect job commitment. The study used survey research design. It was conducted with a sample of 156 employees. among the population of 543 employees. The method of analysis was ANOVA done through Stata 14. The study found and concluded that there was a positive and significant relationship between job autonomy and the emotional commitment of employees. It recommended that organizations should focus on giving employees some level of autonomy.

Existing Gaps

Evidence from the reviewed literature indicated that studies have been conducted before now with regards to the effect of job enrichment and relationship that exist between job enrichment and employee performance in many areas of business endeavours, such as the telecommunication, public organisations and education sectors but this study focused on the effect job enrichment strategies and employee performance with direct focus on manufacturing sub-sector.

Besides, the literature reviewed showed that most of the studies conducted in the past were carried out outside Nigeria and the few ones conducted in Nigeria was conducted in other region different from Kwara State in North-centre Nigeria. This is important as there is urgent need to rally round the few surviving companies operating in Kwara state to aid the socio-economic development of the state.

Thus, the tools of analysis adopted by almost all the past studies is not so robust to give a more water-tight outcome that could be comfortably applied generally. This study used PLS-SEM that is more robust with a capacity to produce a more reliable outcome.

Theoretical Framework

Humanistic theory

The study adopted humanistic theory. This theory in the work place, promotes autonomy, develop responsibility, challenging task, develop creativity and curiosity and expressing interest in artistic endeavours (Aanstoots, Serlin, & Greening, 2000). The theory provides a set of implementing principles for enriching jobs in an organization setting which proposed a model of five core job characteristics-skill variety, task significance, task identity, autonomy, feedback that affect commitment

(Zhang, Zhou, & McKenzie, 2013). Humanistic theory sees behaviour as determined by learned habits, people as rational beings, free to make their own choices/ decisions about how to live their lives and to be motivated to maximize freedom and also to achieve personal growth and to interpret their experience (Sultan, & Hussain, 2012).

Similarly job enrichment characteristics theory gives the workers the opportunity to do challenging task, offers more autonomy and freedom in executing the related responsibility and adds variety and challenge to an employee's daily routine, an enriched job renders self-fulfilment, actualization and contentment of meaningful job, which leads to three psychological conditions: experience of meaningfulness, the experience of responsibility for outcomes and feedback or knowledge of results which results to change in behaviour such as employee involvement and performance. (Shin & Grant, 2019).

Model for the study

The path model below was used for analysis of the two hypotheses

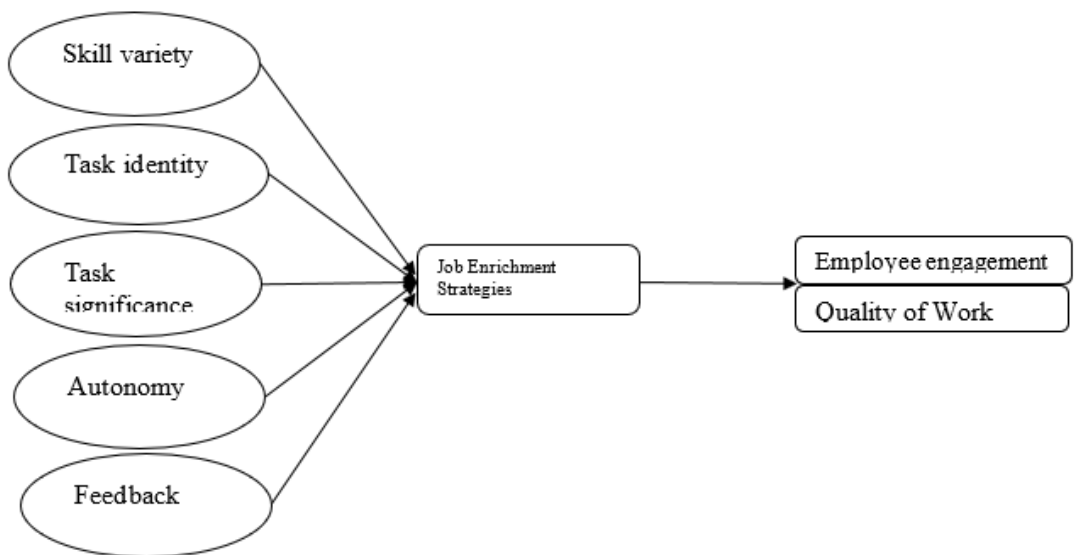


Fig.1: Conceptual framework of the study

Source: Researchers' model formulation

Table 1: Variables Descriptions and Items

Variables	Indicators	Items
Skill Variety	Different Skills	Employees can perform their tasks using different skills they possess.
	Necessary Skills	Employees can handle technical tasks with the necessary skills they possess.
	Skill Development	Employees are encouraged and provided trainings to develop their skills personally.
Task Identity	Ownership	I perform my assigned task as though it's my own.
	Responsibility	I see myself as the only responsible person to handle my assigned task.
	Sense of Connection	I always have a sense of connection to my work and its related tasks when at work.
Task Significance	Purpose	The task I perform at work are of meaningful purpose to my organization.
	Contribution	The task I perform contributes largely to achieving the goal of my organization.
	Impact	My responsibility at work has high impact on departmental and organizational goals.
Autonomy	Decision Making	Employees are allowed to decide the best approach to implement their tasks.
	Independency	Working independently makes employees handle their job properly.
	Flexibility	There is the flexibility of choosing to do tasks freely without others interference.
Feedback	Work Result	Employees' knowledge of their results makes them know their performance level.
	Work Reports	Access to daily reports provides employees with opportunity to assess their performance.
	Work Comments	Employees get comments regularly.
Employee Engagement	Participation	Employees always participate in achieving the goals and objectives of the organization.
	Passion	Employee passion for work makes them give their best at work.
	Involvement	Employees are involved in the most operational activities.
Quality of Work	Quality Output	Getting feedbacks help me achieve quality output.
	Standard	The quality of work done by employees in Kam holding is of standard.
	Delivery	The employees deliver accurately on their assigned tasks.

Source: compiled by Authors, 2023

Methodology

This study used survey research method in order to meet the objectives of the study. The population of the study comprised of 1,621 employees of Kam Holding Ltd. Ilorin, Kwara State. A multi-stage sampling techniques (purposive, stratified and simple random) was used in selecting the respondents across the levels of management in the organisation. The sample size of 318 employees was gotten through use of Taro Yamane's (1967) sample size determination formula. Questionnaire was used as a primary instrument for collecting data. The question was formulated from the objectives of the study and used five (5) point Likert-scale as the measurement of response from respondents. To measure the reliability of the research instrument, Cronbach Alpha and composite reliability was used. Inferential statistical analysis was applied to get a data-driven predictions by using partial least squares structural equation modelling (PLS-SEM). Inferential analysis (PLS-SEM) was used to determine the strength and direction of relationships between multiple variables because it has the capacity to simultaneously analysed all equations to find or authenticate the existence or otherwise of any relationships (Hair, Babin, & Krey, 2017).

Data analysis and Results

Ho1: Job enrichment strategies have no positive and significant effect on employee engagement.

Ho2: Job enrichment strategies have no positive and significant effect on quality of work.

Assessment of the Measurement Model

The data obtained for this study were analysed through the use of Partial Least Square Structural Equation Modelling (PLS-SEM). The study made use of reflective measurement scales in which items loading that made up each latent variable are well represented. Besides, the significance values of each items loaded shows a clear indication that all the items are significant at $p\text{-value} < 0.05$. Furthermore, the monographic representation in figure 1 below presented an explicit description of the relationship that exist among the variables used in the study.

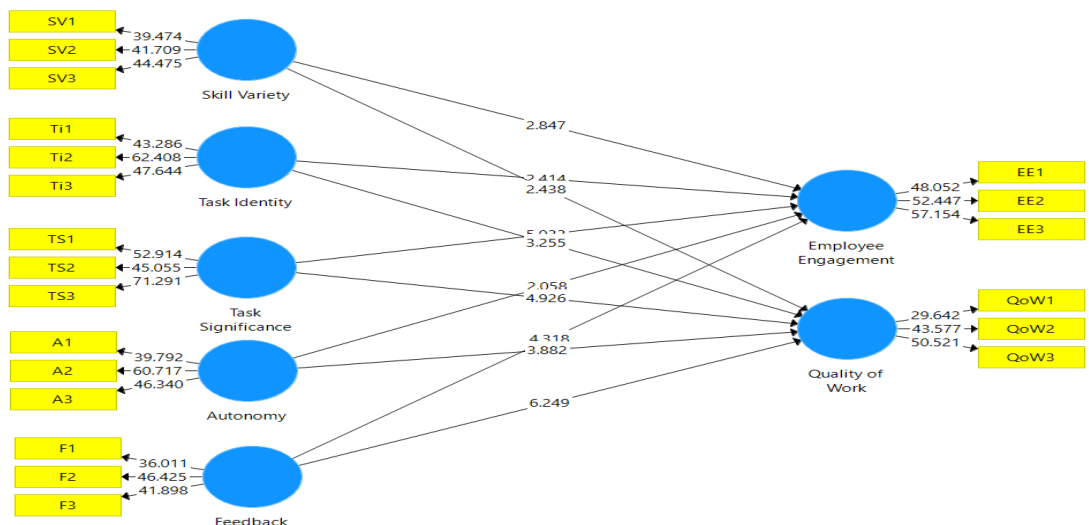


Figure 1: Path coefficient of Job Enrichment Strategies and Employees' Performance

Source: Author's compilation, (Smart PLS) output, 2023

In figure 1 above, the indicators in the outer loadings shows correlation of each item of the proxy which demonstrate their ability to predict job enrichment strategies on employees' performance as all the values are significant at $p\text{-value} < 0.05$. Besides, all the items loaded properly to predict the latent variable as they all graduated towards 1 meaning that they are all above .50 threshold (Hair et'al, 2017).

Table 1: Construct Reliability and Validity

Variables	Indicators	A	EE	F	QoW	SV	TI	TS	Cronbach's Alpha	Composite Reliability	Average Variance Extracted (AVE)
Autonomy (A)	A1	0.823							0.810	0.887	0.724
	A2	0.878									
	A3	0.851									
Employee Engagement (EE)	EE1		0.834						0.813	0.889	0.728
	EE2		0.848								
	EE3		0.877								
Feedback (F)	F1			0.825					0.762	0.863	0.677
	F2			0.833							
	F3			0.811							
Quality of Work (QoW)	QoW1				0.767				0.751	0.858	0.669
	QoW2				0.830						
	QoW3				0.833						
Skill Variety (SV)	SV1					0.832			0.760	0.862	0.675
	SV2					0.844					
	SV3					0.789					
Task Significance (TS)	TS1							0.850	0.823	0.894	0.738
	TS2							0.854			
	TS3							0.875			
Task Identity (TI)	Ti1						0.852		0.824	0.895	0.739
	Ti2						0.882				
	Ti3						0.843				

Source: Author's compilation, (Smart PLS), 2023

Table 1 above shows an evaluation of the construct's reliability and validity where the values of the composite reliability presented indicated that the 0.70 benchmark is met for each construct which is a confirmation that they are all reliable to measure the latent variable for which they were designed. As displayed in the table, all the variables used were measured by three items each. Based on these results, all the composite reliability values are more than the threshold of 0.70, which established the internal consistency of the latent variables as indicated above (Hair et'al, 2017). The convergent validity was examined with the use of Average Variance Extracted (AVE). The results obtained shows scores that were above 0.5 threshold indicating that the variables have construct validity (Hair et al., 2014) have recommended utilizing the Average Variance Extracted (AVE) as a measure to assess the validity of variables, emphasizing that all AVE values should exceed 0.5. while Items with outer loadings below 0.5 should be eliminated which was duly observed in this study.

Table 2: Discriminant Validity (HTMT Criterion)

	Autonomy	Employee Engagement	Feedback	Quality of Work	Skill Variety	Task Identity	Task Significance
Autonomy	0.851						
Employee Engagement	0.626	0.853					
Feedback	0.741	0.703	0.823				
Quality of Work	0.694	0.696	0.758	0.818			
Skill Variety	0.638	0.655	0.649	0.677	0.822		
Task Identity	0.601	0.601	0.591	0.644	0.679	0.859	
Task Significance	0.534	0.671	0.676	0.686	0.633	0.565	0.860

Source: Researcher's computation (Smart PLS) output, 2023

The discriminant validity test outcomes as shown in table 2 indicates that all values were below the 0.85 threshold as indicated above (Hair et al, 2019). The values highlighted in bold in Table 1 diagonally establishes and validates discriminant validity. The correlation value for Autonomy (0.851); Employee engagement (0.853); Feedback (0.823); Quality of work (0.818); Skill variety (0.822); Task identity (0.859); and Task significance (0.860) are higher than other correlation values in their respective columns and rows as seen above. This result confirms the extent to which each concept is empirically distinct from the others and suggests that the latent variables have discriminant validity.

Multicollinearity: Variance Inflation Factor (VIF)

For the higher order formative constructs the study examined the correlation among the lower constructs using the Variance Inflation Factor (VIF), besides, the significance and relevance of the lower order items against their respective higher order construct. The result showed that the lower order constructs have significant correlations as the VIF values fell below the 3.3 threshold (Hair et al., 2019). Similarly, the items of the lower order constructs were significant at p-value <0.05 against their higher order constructs. By this, it is sufficient to say that the model is safe from the problem associated with construct collinearity.

Table 3: Coefficient of Determination Score

	R Square	R Square Adjusted
Employee Engagement	0.611	0.606
Quality of Work	0.688	0.684

Source: Researcher's computation, 2023

In PLS-SEM, the coefficient of determination score (R^2) as shown in Table 3. above is commonly used to assess the model's predictive effect. Here, R^2 is equal to 0.611 (61.1 %) which explains the variation in employee engagement that is being accounted for by job enrichment strategies. The result in the table shows that the model is satisfactory as the predictive effect (R^2) is 0.611 falls within the established threshold of 0.25-0.75 (Hair, Risher, Arstedt & Ringle, 2019) and is greater than the

threshold of 0.10 (Pirouz, 2006). Also, the result shows a clear absence of multicollinearity issues and that the model has not failed in its capacity to measure the predictive power of the data. Therefore, the null hypothesis is disproved, demonstrating the model's ability to predict outcomes and proving that Job enrichment strategies have major impact on the employee engagement in the organisation studied.

In addition, the table also shows the coefficient of determination score (R^2) which explains the predictive power of the model. Going by the results above, the direct effect of job enrichment strategies on quality of work reveals a coefficient of determination (R^2) value of 0.688. The result indicates that 68.8.% variation in quality of work is explained by latent variables used to job enrichment strategies. However, both values met the thresholds of 0.25-0.75 and 0.10 set by Hair, Risher, Sarstedt, and Ringle (2019) and Pirouz (2006) respectively. Therefore, the null hypothesis is disproved, demonstrating the model's ability to predict outcomes and proving that Job enrichment strategies have major impact on the employees' quality of work in the organisation studied.

Structural Model

Table 4: Bootstrapping results showing path coefficient for Structural model.

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Autonomy -> Employee Engagement	0.113	0.113	0.055	2.058	0.040
Autonomy -> Quality of Work	0.180	0.181	0.046	3.882	0.000
Feedback -> Employee Engagement	0.268	0.269	0.062	4.318	0.000
Feedback -> Quality of Work	0.311	0.310	0.050	6.249	0.000
Skill Variety -> Employee Engagement	0.166	0.167	0.058	2.847	0.004
Skill Variety -> Quality of Work	0.123	0.123	0.050	2.438	0.015
Task Identity -> Employee Engagement	0.115	0.115	0.048	2.414	0.016
Task Identity -> Quality of Work	0.144	0.145	0.044	3.255	0.001
Task Significance -> Employee Engagement	0.260	0.258	0.052	5.033	0.000
Task Significance -> Quality of Work	0.220	0.220	0.045	4.926	0.000

Source: Authors compilation, (Smart PLS) output, 2023

Table 4 shows the path coefficient of the constructs' relationship. For this study, the positive and significance level threshold is defined as the combination of a positive beta value, a t-value higher than 1.96 and a p-value less than 0.05. Autonomy and employee engagement, produced $\beta = 0.113$, $t = 2.058$ and P-value < 0.05 ; Autonomy and quality of work had $\beta = 0.180$, $t = 3.882$ and P-value < 0.05 . Feedback and employee engagement produced $\beta = 0.268$, $t = 4.318$ and P-value < 0.05 , Feedback and quality of work produced $\beta = 0.311$, $t = 6.249$ and P-value < 0.05 . Skill variety and employee engagement have $\beta = 0.166$, $t = 2.847$ and P-value < 0.05 , Skill

variety and quality of work produced $\beta = 0.123$, $t = 2.438$ and $P\text{-value} < 0.05$. Task identity and employee engagement had $\beta = 0.115$, $t = 2.414$ and $P\text{-value} < 0.05$, Task identity and quality of work produced $\beta = 0.144$, $t = 2$ and $P\text{-value} < 0.05$. Task significance and employee engagement have $\beta = 0.260$, $t = 5.033$ and $P\text{-value} < 0.05$, Task significance and quality of work produced $\beta = 0.220$, $t = 4.926$ and $P\text{-value} < 0.05$.

Discussion of Finding

The findings from the study contribute valuable insight in to strong relationship between Job Enrichment Strategies, employee engagement and Employee's Quality of Work in the organisation studied. The results indicated that the hypotheses raised were supported as the outcomes highlight the significance of these variables in shaping how employees is engaged and the resultant improvement in the quality of work which ultimately shapes organisational outcomes.

The first hypothesis raised for this study aimed to determine whether there is a positive and significant effect of job enrichment strategies (JES) on employee engagement (EE), and the result provided robust evidence supporting the idea that confirmed the effect with Autonomy ($\beta = 0.113$, $t\text{-value} = 2.058$ and $P\text{-value} < 0.05$); Feedback ($\beta = 0.268$, $t\text{-value} = 4.318$ and $P\text{-value} < 0.05$); Skill variety ($\beta = 0.166$, $t\text{-value} = 2.847$ and $P\text{-value} < 0.05$); Task identity ($\beta = 0.115$, $t\text{-value} = 2.414$ and $P\text{-value} < 0.05$) and Task significance with ($\beta = 0.260$, $t\text{-value} = 5.033$ and $P\text{-value} < 0.05$). This finding aligns with the outcomes of previous research conducted by Manta (2022), Tayeh, (2023), Marta et al. (2021) and Hope, Obianuju, Obi, Agu and Augustine (2017) Where they concluded and attest to the fact that job enrichment strategies remain a viable tool for eliciting employee engagement and by implication overall organisational success. By implementing a robust Job enrichment strategy, organisations can effectively improve employee task performance get employee highly engaged, ensure optimal performance and align their capabilities with organisational goals and objectives.

The second hypothesis of this study suggested a positive and significant influence of Job enrichment strategies (JES) on Quality of work (QoW). The results of the study confirmed the effect as various strategies of job enrichment identified in the study produced outcomes that validate the effect with Autonomy ($\beta = 0.180$, $t = 3.882$ and $P\text{-value} < 0.05$); Feedback ($\beta = 0.311$, $t = 6.249$ and $P\text{-value} < 0.05$); Skill variety ($\beta = 0.123$, $t = 2.438$ and $P\text{-value} < 0.05$); Task identity ($\beta = 0.144$, $t = 3.255$ and $P\text{-value} < 0.05$); and Task significance ($\beta = 0.220$, $t = 4.926$ and $P\text{-value} < 0.05$). This finding confirms the fact that job enrichment strategies actually is the way to go in order to improve employee's quality of work in the organisation studied. Besides, the outcome aligns with the position of previous research conducted by Allemon (2019) and Al-Harbawi (2019), Hope, Obianuju, Obi, Agu and Augustine (2017) Where they concluded and attest to the fact that job enrichment strategies have positive and significant effect on motivation, accomplishment and capacity to deliver which enhances employees' quality of work and by implication employee and organisational performance.

Conclusion.

To guarantee sustainable competitive advantage and overall employee and organisational performance, business managers must appreciate the use of appropriate human resource management tools that have the capacity to boost employee performance one of which is job enrichment strategies. Findings from the objective one and two revealed that adequate application of job enrichment strategies is crucial to the achievement of employee engagement as well as quality of work in the organisation studied. It is therefore sufficed to conclude that the successes recorded overtime by the organisations studied in terms of its employee and organisational performance so far are the outcome of the adoption of some of the job enrichment strategies or approaches identified in this study. In addition, the study concluded that job enrichment strategies have strong implication on employee performance and thereby attest to the fact that job enrichment strategies have positive and significant effect on employee performance of the organisation studied.

Recommendations

In view of the findings and conclusion drawn above, it is recommended that organisational managers should embrace the adoption of job enrichment strategies in improving their overall engagement with the system and foster organisational performance but there is urgent need to further trust employees' skills and operational competence by giving them more operational autonomy on decisions relating to the task given as this variable has the list value in term of its causative effect on engagement. Management should improve the practice of skill variety as a veritable tool of improving employees' quality of work. 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. This is important as skill variety has the least causative strength against quality of work when compared to other strategies in the organisation studied.

Area for further studies

Future studies on job enrichment strategies can be conducted on other sectors of the economy and in other regions of Nigeria.

References

- Aanstoos, C. M., Serlin, I., & Greening, T. (2000). A history of Division 32 (Humanistic Psychology).
- Aguinis H. (2009). *Performance Management*. Upper Saddle River, NJ: Pearson Prentice Hall.
- Al Mehrzi, N., & Singh, S. K. (2016). Competing through employee engagement: a proposed framework. *International Journal of Productivity and Performance Management*, 65(6), 831-843.

- Journal of Resources & Economic Development (Vol.6, No.3 2023), University of Maiduguri*
- Al-Harbawi, M. (2019). Extent of application of job enrichment and job expansion in the Hebron municipality. Unpublished Master Thesis, College of Graduate Studies, Hebron University, Palestine.
- Allemon, B. (2019). The effect of job enrichment on achieving motility for accomplishment among the employees of Arab Potash Company: a case study. Unpublished Master Thesis, Mu'tah University, Faculty of Economics, Amman, Jordan.
- Anitha, J. (2014). Determinants of employee engagement and their impact on employee performance. *International journal of productivity and performance management*, 63(3), 308-323.
- Antoncic, J. A., & Antoncic, B. (2011). Employee satisfaction, intrapreneurship and firm growth: a model. *Industrial Management & Data Systems*, 111(4), 589–607. <https://doi.org/10.1108/02635571111133560>
- Armstrong, M. (2010). *A Handbook of Performance Management*. 4th edition. New Delhi: Kogan Page Limited, London
- Bratton, J. (2007), “*Work and Organizational Behaviour*”. New York: Paul Grave Mac Millan.
- Chowdhary, N., & Prakash, M. (2007). Prioritizing service quality dimensions. *Managing Service Quality: An International Journal*, 17(5), 493-509.
- Davoudi, S. M. M. (2013). Impact: Job enrichment in organizational citizenship behaviour. Impact: job enrichment in organizational citizenship behaviour. *SCMS Journal of Indian Management*, 10(2): 106-112.
- Derek, T., & Laura H. (2000), *Human Resource Management-The inside out*, 4th ed. England: Prentice Hall Publisher
- Fornell, C., & Larcker, D. F. (1981). Structural equation models with unobservable variables and measurement error: Algebra and statistics. *Journal of Marketing Research*, 18(3), 382–388.
- Gupta, A., & Upadhyay, D. (2012). Impact of effectiveness of performance management system on employee satisfaction and commitment. *International Journal of Management, IT and Engineering*, 2(7), 96-106.
- Hair Jr, J. F., Babin, B. J., & Krey, N. (2017). Covariance-based structural equation modelling in the Journal of Advertising: Review and recommendations. *Journal of Advertising*, 46(1), 163-177.
- Hair, J.F., Risher, J.J., Sarstedt, M. and Ringle, C.M. (2019) When to Use and How to Report the Results of PLS-SEM. *European Business Review*, 31, 2-24. <https://doi.org/10.1108/EBR-11-2018-0203>

- Effect of Job Enrichment Strategies on the Performance of Employees in Kamwire Holdings Ilorin, Kwara State, Nigeria*
- Hair, Marko, S., Lucas, H., & Volker, G. (2014). Partial least squares structural equation modelling (PLS-SEM). *European Business Review*, 26(2), 106-121. doi:10.1108/eb-10-2013-0128.
- Hope, N. N., Obianuju, M. C., Obi, E., Agu, E. R., & Augustine, A. E. (2017). Job Enrichment and Employee Commitment in Selected Brewing Firms in Anambra State. *Saudi Journal of Business and Management Studies*, 2(4), 330-337.
- Hower, J.J (2008) *Developing Your Human Resources: An Operational Approach*.
- Jaga, A., Bagraim, J., & Williams, Z. (2013). Work-family enrichment and psychological health. *SA Journal of Industrial Psychology*, 39(2), 1-10.
- Judge, T. A. (2011). *Promote job satisfaction through mental challenge*. In E. A. Locke (Ed.), *Handbook of principles of organizational behaviour* (75-89). Hoboken, NJ: Wiley-Blackwell.
- Leach, D. & Wall, T. (2004). *What is Job design?* Retrieved February 10, 2004 from http://www.shef.ac.uk/~iwp/publications/whatis/job_design.pdf.
- Lin, Y., Li, Y., Zhao, S., & Armstrong, S. (2016). Political networking strategy and firm performance: a moderated mediation model. *International Journal of Conflict Management*, 27(4), 570–590. <https://doi.org/10.1108/IJCMA-11-2015-0074>.
- Mac-Ozigbo, A., & Daniel, C. O. (2020). Effect of job enrichment on employee performance. *International Journal of Research Science and Management*, 7(5), 34-40.
- Mamta, M. (2022). Bearing of job enrichment, job enlargement, job training and compensation on employee motivation. *journal of Hunan University Natural Sciences*; 49 (10), 1767-1783.
- Marta, I. A., Supartha, I., Dewi, I. G. A. M., & Wibawa, I. (2021). Job enrichment, empowerment, and organizational commitment: The mediating role of work motivation and job satisfaction. *The Journal of Asian Finance, Economics and Business*, 8(1), 1031-1040.
- Mione, P. (2004), "*Job Enrichment*", Online Paper. Retrieved, January 5, 2023 from <http://edweb.sdsu.edu/people/A/Rose/pie/Interventions/Jobdesign.htm>.
- Omar, M. S., Rafie, N., & Selo, S. A. (2020). Job satisfaction influence job performance among polytechnic employees. *International Journal of Modern Trends in Social Sciences*, 3(14), 39-46.
- Robbins, S. P., & Judge, T. A. (2011). *Organizational behavior* (14th ed.). Upper Saddle River, NJ: Prentice Hall.

- Journal of Resources & Economic Development* (Vol.6, No.3 2023), University of Maiduguri
- Saavedra, & Kwun, S. K. (2000). Affective states in job characteristics theory. *Journal of Organizational Behavior*, 21, 131-146.
- Saks, A. M. (2006). Antecedents and consequences of employee engagement. *Journal of managerial psychology*, 21(7), 600-619.
- Saleem, S., Shaheen, W. A., & Saleem, R. (2012). The impact of job enrichment and job enlargement on employee satisfaction keeping employee performance as intervening variable: A correlational study from Pakistan. *Kuwait Chapter of Arabian Journal of Business and Management Review*, 1(9), 1-21.
- Sharma, A., & Nambudiri, R. (2020). Work engagement, job crafting and innovativeness in the Indian IT industry. *Personnel Review*, 49(7), 1381-1397.
- Shin, J., & Grant, A. M. (2019). Bored by interest: How intrinsic motivation in one task can reduce performance on other tasks. *Academy of Management Journal*, 62(2), 415-436.
- Spector, P. E., & Jex, S. M. (1991). Relations of job characteristics from multiple data sources with employee affect, absence, turnover intentions, and health. *Journal of Applied Psychology*, 76, 46-53.
- Sultan, S., & Hussain, I. (2012). Humanistic versus Authoritarian Teachers: A Reflection on Students' Academic Motivation and Performance. *Journal on Educational Psychology*, 5(3), 35-40.
- Tayeh, S. S. A. (2023). The Impact of Job Enrichment on Employees Performance: A Survey Study on Jordan Customs Employees in Aqaba. *International Journal of Business and Management*, 16(3), 1-1.
- Wacker, J. G., Yang, C., & Sheu, C. (2016). A transaction cost economics model for estimating performance effectiveness of relational and contractual governance: Theory and statistical results. *International Journal of Operations & Production Management*, 36(11), 1551-1575.
- Zhang, Y., Zhou, Y., & McKenzie, J. (2013). A Humanistic Approach to Knowledge-Creation: People-Centric Innovation. In *Towards Organizational Knowledge: The Pioneering Work of Ikujiro Nonaka* (pp. 167-189). London: Palgrave Macmillan UK.