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## **Job enrichment and employee performance in manufacturing industry (Evidence from Niger Mills Industries Limited Calabar, Nigeria)**

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### **Abstract**

This study investigated the relationship between job enrichment and job performance of employees in the manufacturing industry, using Niger Mills Industries Limited located Calabar, Cross River State, Nigeria. The study further aims at ascertaining the extent to which jobs redesign can possibly not only enhance employee performance but also employee job satisfaction. The entire staff strength of 240 permanent employee of Niger Mills Industries Ltd, constituted the population of this study, from which a sample of 150 was carried out with the aid of the Tara Yamani's formula. Questionnaire was administered on the 150 respondents and data collected was analyzed and hypothesized at 0.05 level of significance. Findings from data analysis showed that management of Niger Mill industry infrequently re-design jobs, which would have allowed the introduction of new and more challenging job responsibilities. It was also revealed that the management of Niger Mills Industries do not appropriately expose and involve the employees in decisions making and accountability to work outcomes. This study therefore recommended that Niger Mills Industry Limited need to conduct job re-design to correct the dysfunctional aspect of precious work design. It was also particularly recommended that employees should be given new and more challenging jobs as well as be given opportunities for greater accountability to personal work outcomes.

**Keywords:** job, job design, job enrichment, performance, organization, Niger mills, industries, employees, satisfaction

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### **1. Introduction**

#### **Background of the Study**

Organizations the world over are increasingly in search of human resources who can provide sustained competitive advantage, as well as sustained its performance in a fast changing and dynamic environment. The changes in the environment with increasing globalization, changing employee demographics, intellectual capital, changes in technology and the unending myriad of changes organizations experience, have further made prominent the need to manage human resources. It was noted by Huselid and Becker (1997) <sup>[13]</sup>, that there were noticeable financial and organizational returns for organizations whose human resource management systems have achieved operational excellence through job enrichment are aligned with organizational strategic goals. McLean (2015) <sup>[20]</sup> observed that the application of Organization Development (OD) principles and approaches is key to successfully conducting job enrichment and in aligning job enrichment with organizational goals and culture.

Organization Development (OD) was defined by Cummings and Worley (2005, p.1), as a "system wide application and transfer of behavioural science knowledge to the planned development, improvement and reinforcement of strategies, structures and processes that lead to organizational effectiveness". McLean (2005) <sup>[20]</sup> considers Organization Development (OD) as "any process or activity, based on the behavioural sciences that, either initially or over the long term, has the potential to develop in an organizational setting enhanced knowledge, expertise, productivity, satisfaction, income, interpersonal relationships and desired outcomes, whether for personal or group/team gain, or for the benefit of an organization, community, nation, region or

ultimately, the whole humanity". Taking into cognizance the different definitions posited by various scholars and using a card-sorting process on the different definitions, Egan (2002) <sup>[7]</sup> identified clusters of outcomes or variables, which constitute the components of organization development. They include the following; increase effectiveness, initiate and manage change, strengthen system/process management and support adaptation to change. From the foregoing, it can be concluded that organization development focuses on assuring wholesome inter and intra dimensional relationships and helping individual and groups to initial and manage change (such as job enrichment and reforms). Organization development also fundamentally promotes relationships and processes between and among individuals and groups, thereby impacting on the organization systematically. Herzberg (1959) <sup>[12]</sup> postulated the two factor theory, which provided pivotal support to the concept of job enrichment. The two factors are Hygiene and motivator, which is widely used to measure job satisfaction of employee in the work place. Hygiene factors include organizational policies and administration, supervision, interpersonal relationship, salary /wages, working conditions, personal life status and responsibility. Herzberg's theory also believes that only a challenging job has the opportunity for achievement, recognition, advancement, and growth that will motivate personnel (1959) <sup>[12]</sup>. As laudable as the contributions of Herzberg theory was to management and behavioral sciences, it was also highly criticized on theoretical grounds. Myers (2012) <sup>[21]</sup> conducted an empirical study that revealed that contrary to Herzberg's position, job enrichment does not necessarily produce job satisfaction and increased

productivity, but the studies however established the fact that job enrichment has great capability to change the employee commitment level and performance and requires a systematic or holistic view to involve all the concerned parties in the process to accomplish tasks or goal.

The work of Elton Mayo and Frederick Roethlisberger also provides a strong base for this study. Between 1927 and 1939 these researchers (1939) one which came from the Harvard Business School conducted a series of experiments and researches. These researches brought to recognition certain sociological and psychological factors which perform crucial role in organization as against simply the physical environment. It viewed organization as a Human system of individual intergroup relation in addition to the formal structure. Their previous studies which were focused on fatigue, accident, rest period, production levels and working conditions. Summarily, the findings arising from Mayo's experiments revealed that turnover was not the result of working condition but rather the emotional responses which led to rise in, performance of workers and called it the "Hawthorne Effect". Furthermore, the findings also indicated that it was not monotony that led to low performance and disinterest, but rather isolated work conditions.

Niger mills industries limited is located in Calabar Municipality in Cross River State Capital, Nigeria. It was established in 1990. Its major products include; flour, noodles, cassata and several other cereals based products. It has grown from a small to a medium scale enterprise, with network of distributors across the east and south south parts of Nigeria.

Job enrichment /re-design is more frequently used in private organizations to enhance job performance and also improve employee job satisfaction. It has also been found effective in solving quality related problems by re-designing job and correcting dysfunctional aspects of previous job designs. The researchers observed that Niger Mills Industries Ltd seldom re-design its job, to eliminate dysfunctional aspects of previous job designs. The employees are not accorded increased accountability to personal work outcomes and new and challenging tasks are not equally given to employee. Management that strictly adhered to obsolete job designs and traditional approaches to work outcomes. The recent decline in the output of Niger mills industries may be traceable to lack of re-design of its jobs schedules over the years.

These observation is aptly supported by Inyang 2005 and Akindele (2011) [1, 14] who both observed that many private organizations in Nigeria do not re-design jobs even when it notices obvious failures in previous job designs, because of adherence to traditional approaches and inflexibility and resistance/unwillingness to change.

Implications of this study would offer both public and private organizations, particularly the manufacturing industries and private sector at large to conduct a sensitization and attitudinal change of employees which this study considers as one the reasons for resistance to change and unsuccessful implementation of job redesign.

## 2. Objectives of the Study

The objectives of this study consist of the following:

1. To determine the correlation between job redesign and employee performance in the manufacturing industry.

2. To investigate the extent to which increased accountability to work outcome of employees enhance organizational performance.
3. To evaluate nexus between job autonomy and job performance enhancement in the manufacturing industry.
4. To measure the extent to which the introduction of new/challenging tasks boost job performance of employees.

## 1.2 Research Questions

The research questions formulated for this study include the following:

1. What is the relationship between job redesign and job performance of employees?
2. Can increase in employees' accountability to work outcomes enhance job performance?
3. To what extent can job autonomy enhance employees' job performance?
4. What is the relationship between the introduction of new/challenging tasks and performance enhancement of employees?

## 1.3 Research Hypothesis

The following null Research Hypothesis were formulated for the study:

H<sub>01</sub>: There is no significant correlation between employees increased accountability to work outcomes and job performance enhancement.

H<sub>02</sub>: There is no significant correlation between the introduction of new/challenging tasks and performance enhancement in organization.

## 2. Review of Related Literature

Job Enrichment is an approach to Job redesign, in an ever changing global environment functions and priorities of workforce are dynamically changing in this connection employee's perception of work has also be changed. Now in developed countries people are interested in doing enriched jobs which can satisfy their inner feelings of growth and career development. Daft (1994) has described job design as "the application of motivational theories to the structure of work for improving productivity and satisfaction". Job Enrichment is the vertical expansion of tasks that increases the amount of employee control or responsibility. Job enrichment is an attempt to motivate employees by providing them, the opportunity to use variety of their abilities and autonomy to work while using their knowledge, Skills and Abilities. It was a design proposed by an American psychologist Frederick Herzberg in the 1950s. Job enrichment is dissimilar to job enlargement which merely increases the number of tasks without considering employee's perspectives.

Researchers and literary persons illustrate that Job enrichment as 'vertical loading' of a job. An enriched job should preferably enclose varieties of tasks, complete unit of works, meaningful task, freedom to exercise the knowledge as individual possess, feedback from all of the relevant and interlink personnel and entities. Research has proved that the ultimate result of Job enrichment is improved employee performance and contentment. In many organizations, job enrichment approach is an important subject as the job design is a fundamental issue in an organization

management and culture. According to Frederick Herzberg (1968), “the important factor in good job design is job enrichment of enhancing individual jobs to make the responsibilities more rewarding as well as inspiring for the people who do them”.

Researchers as well as practitioners asserted that, certain job and goal setting can expand performance and a well-designed job can increase the level of optimism for the employee’s satisfaction and the quality of their performance (Pooja and Renu 2006). In the industrial field, the most researched areas are the relationship between job satisfaction and job performance (Judge, Thoresen, Bono, & Patton, 2001) as Landy (1989), described this relationship as the “Holy Grail” of Industrial psychology and such research has been studied since 1939, with the Hawthorne studies (Roethlisberger & Dickson, 1939). In this way, job enrichment is a fundamental part of attracting, motivating, and retaining talented people. In addition, in a study of self-managing work teams, Spreitzer (1999) found that the job design was related to both employee job satisfaction and satisfaction with the organization for those employees who considered the design of their work to be motivating.

Job satisfaction is generally perceived to be directly linked to productivity as well as to personal as the Harvard Professional Group (1998), sees job satisfaction as the important key that leads the employees towards recognition, income, promotion, and the achievement of other goals. So, in essence, job satisfaction is a product of the events and conditions that people experience on their jobs. According to Brief (1998), “if an employee’s work is interesting, his pay is fair, his promotional opportunities are good, his supervisor is supportive, and his coworkers are friendly, then a situational approach leads one to predict he is satisfied with his job”. In this sense, the Managers who are serious about the job satisfaction of workers can also take other steps to create a motivating work environment. One such step is job enrichment. Thus, job enrichment is upgrading the responsibility, scope, and challenge in the work itself and usually includes recognition, and opportunities for growth, learning, and achievement (Darf, 1997). It is significant to know that the central focus of job enrichment is giving people more control over their work by way of enriching jobs, so the people can complete activities with increased freedom, independence, and responsibility (Griffin, 2007). Through increasing employee involvement programs, researchers might assume that employees are working in more enriched jobs thus leading to higher levels of employee outcomes such as satisfaction and commitment (Cohen & Ledford, 1994; Pearson, 1992). Research in the area of job enrichment has investigated the relationships between perceived job characteristics and selection of job outcomes, for instance: satisfaction, performance, organizational commitment, motivation, turnover, job involvement, role stress, and unfriendliness (Aldag and Brief, 1981). However, the process of changing jobs emphasizes on five factors and that factor are authority to independent action, amount of variety, chance to do a large component of the job, amount of feedback, and independence to use skills and abilities. According to Hackman and Lawler (1971) <sup>[16]</sup>, the first four of these factors are the fundamental dimensions of motivating jobs.

On the other hand, multinational companies are at the present, opting for flexible working hours and meaningful tasks with recognition to facilitate the worker on current job. In the same way, Bassey (2002) examined in his study that skills, task

character, task importance, self-sufficiency, criticism, job safety and reward are the essence of the employees. However, quickly growing global competition has changed the approaches of organizations at all levels and now the most important assets of a company are human brains and more fundamental, their commitment to their jobs and the organization. Thus, job design is one way to create interest by focusing on different extent. However, Job improvement leads to upgraded work performance in terms of the degree of effort expended the quality of work produced (Hackman and Lawler, 1971) <sup>[16]</sup>. Though employees today also want their efforts to be compensated reasonably but accompanying some enriched characteristics which contribute to their personal development.

Though, pay was the sole dependent tool which was affected by differences of job enhancement between supervisors and subordinates (Marches & Delprino, 1998), but however, the employee’s social environment can also affect his/her views of the job characteristics and this information obtained from others can also influence the subordinate’s perceptions of job enrichment. In this way, the management and the supervisors are the important tools who could prove an essential source for the enrichments of job. However, every supervisor and subordinate perceives job enrichment differently as according to their own experience and learning (Marchese and Delprino, 1998). Nevertheless, job enrichment requires an innovative change in managerial style which requires rapidly increasing modules, control and inclusion of new feedback ideas.

Pfeffer (1983) argued that the workers should be given the right to participate in decision making process and if it is not possible then the representative of worker would be involved in the decision making and negotiation process. But on the other hand researches and studies indicates that participation does not necessarily lead to high motivation and productivity until and unless it resulted high performance and goals set by the participants themselves (Bryan and Locke 2016). In line with job design theory, Herzberg’s theory was the major contribution at the early stages which claims that “Only a challenging job has the opportunity for achievement, recognition, advancement and growth that will motivate personnel”. (Herzberg *et al.* 1959) <sup>[12]</sup>, The Hackman and Oldham’s (1976) <sup>[16, 10]</sup> sated, job characteristics model (JCM) add more value and practical approach to the job design with changing circumstances, and the model assume that autonomy and feedbacks are more important than the work characteristics, and individuals with higher growth need strength thus they will respond more positively to enriched jobs than others.

On the other side, Herzberg’s work has been highly criticized on theoretical grounds, and several studies have shown that job enrichment does not necessarily produce job satisfaction and increased productivity. However, it has great capability to change the employee commitment level and performance and requires a systematic view to involve all concerned parties in the process, to accomplish the task. Nonetheless, job enrichment does not guarantee job satisfaction and growing production (Frederick Herzberg, Bernard Mausner, and Barbara Bloch Snyderman 1959) however; the time required for a full job enrichment project will normally be between six months and a year (Myers, 2012) <sup>[21]</sup>.

Job design theorizing and research in psychology and the organizational sciences have focused exclusively on job

enrichment, enhancement and magnification (Ford, 1969; Herzberg, 1966)<sup>[11]</sup> or attributions of motivating jobs (Graffin, 1982; Hackman & Lawler, 1971; Hackman & Oldham, 1980)<sup>[16, 10]</sup>. Supporters of job enrichment proposed that the goal-setting technique should apply to all levels in addition to aspects of employees in order to achieve maximum effect on employee stimulus (Herzberg, Frederick). Thus, assuring job satisfaction, over the long term, requires careful planning and effort both by management and by the workers. Thus, the Managers are encouraged to consider the important theories such as Herzberg's (1957) and Maslow's (1943) and then create a good blend of factors that contribute to a challenging, supportive, and rewarding work environment.

## 2.1 Contextual Review

### a. Management by Objectives (MBO) and Employee Performance

Management by objective (MBO) is a popular technique for managing the goal setting process in organization. MBO is credited to Peter Drucker in the 1950s<sup>[5]</sup>. Drucker (1961)<sup>[5]</sup> views MBO, as a principle of management, which is aimed at harmonizing individual manager's goals with those of the organization. Inyang (2005)<sup>[14]</sup>, posited that; MBO is a means of integrating organizational goals such as profit and service delivery, and growth of managers to contribute to the organization and to their own self development. MBO seeks to attain or inculcate a sense of common purpose in an organization. MBO therefore focuses on organizational results and improvement in management and employed performance (Beach 1978). Successful applications of the values and principles of MBO has contributed immensely to the enhancement of subordinate participation in setting personal goals in alignment with organizational goals, thus increasing the acceptance of outcomes. MBO has also contributed in creating standard for evaluating employee and organizational performance. Again MBO facilitates internal mobilization and job satisfaction of employee, (Rao and Narayana, 1998)<sup>[23]</sup>.

Despite the achievement of MBO, it has also been severally criticized that MBO places undue emphasis on performance, which may cause quality to be sacrificed for sheer quantity. MBO was further criticized on its over-emphasis on measurable factors which may also encourage the covering up of poor performance (Inyang, 2005)<sup>[14]</sup>

## 2.2 Empirical Review

Akindele (2011)<sup>[1]</sup> adopted a survey design using ex-post-facto type with officials drawn from four randomly selected ministries in Nigeria Federal in carrying out a study on job enrichment as organizational tool for performance in Nigeria. The general objectives of the study were to examine the extent to which job enrichment can be used to boost the performance of employees. The data for the study was analyzed using both descriptive and inferential statistics, while prediction and decision based on sample data were determined using analysis of variance (ANOVA). It was found out that there is a significant relationship between job enrichment and organizational and employee performance.

Olayinka and Temitope (2011) used qualitative research method to examine the relationship between job enrichment and employee job satisfaction in Nigeria's manufacturing sector. The

study obtained data on variables which were believed to have relationship with job enrichment. These variable included, job satisfaction, performance and motivation of employees. The result showed that job enrichment has a positive and significant relationship with the employee performance and job satisfaction. These result reinforced the accumulating body of empirical support for the positive impact of job enrichment on employee performance. Margolis as cited by Olayinka and Temitope (2011) in a survey of 95 empirical studies conducted between 1972-2001, in Nigeria reported that, when treated as an independent variable, job enrichment is found to have a positive relationship to with job satisfaction and performance of employees in 42 studies (53%), no relationship in 19 studies (24%), a negative relationship in 4 studies (5%), and a mixed relationship in 15 studies (19%). In general, when the empirical literature assessed the link between social responsibility and financial performance, the conclusion is that the evidence is mixed.

## 2.3 Theoretical Framework

Two major theories have been of immense influence to job enrichment concept and has given strong impetus to the techniques and application of job enrichment. The theories are as follows;

1. Herzberg's motivation – hygiene theory (1959)<sup>[12]</sup> Frederick Herzberg conducted a survey of two hundred engineers and accountants. They were required to recall when they had experience of satisfactory and in satisfactory feelings about their jobs. The sum of their findings lead Herzberg (1959)<sup>[12]</sup> to the logical conclusion that certain factors tended to result in job satisfaction while others led frequently to dissatisfaction. Herzberg called factors resulting to satisfaction "motivators" and those that do not lead to satisfaction or in satisfaction as "hygiene factors". Herzberg (1959)<sup>[12]</sup> listed important motivators to include the following; achievement, recognition, attraction to work itself, responsibility and advancement. Consequent upon his findings, Herzberg purposed seven useful starting points in adopting the concept of job enrichment. They are as follows: a. removes some controls while retaining accountability, b. increases the accountability of individuals for their own work, c. gives an employee a complete until work, d. grants additional authority to an employee, e. makes periodic report back to employee rather than to his or her supervisor, f. introduces new and more challenges tasks and j. assign individual's tasks which enable them to become exerts.
2. Vroom's Expectancy Theory (1960): - V. H. Vroom's work was focuses on individual behaviour in the work place. He assumed that much of the observed behaviour was the result of preferences among possible outcomes and expectations concerning the consequence of each action. In other words, if an employee can see a link between his or her efforts or performance and rewards and it those rewards are personally valuable to him, then he will be motivated to expend the require effort (Cole, 2002). The relevance of these theories to our study is that it enables us understand that if changes in job design are going to affect an employee's motivation they must either change the value of the outcome that are assumed to depend on efforts or positively affect the employee's conviction that certain result emanate from his efforts.

### 3. Methodology

The research design for this study was survey design. This was chosen to allow inferences to be made from samples and generalization drawn from the population that would have been too expensive to study wholly. The population of the study is made up of 240 total members of employees of Niger Mills industries limited Calabar. This is made up off all categories of employees. To arrive at a sample for the study, the researcher employed the Taro Yamani’s formula in determining the appropriate sample size from the entire population of 240 employees.

The Taro Yamani formula is given by:

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

Where N is the population size and 1 is the number of items in the population. The square of maximum allowance for sampling error or level of significance is 5%. Therefore, n can be determined thus;

$$\frac{n = 240}{1+240(0.05)^2}$$

$$\frac{n = 240}{1+2400 \times 0.0025}$$

$$\frac{n = 240}{1.6}$$

n = 150

The sample size is therefore 150.

### 3.1 Instrumentation

**Table 1:** Responses to whether increase accountability to work enhances performance and whether the introduction of new task enhance job performance

S/N	Question	SA	A	SD	D	Total
1.	There is a circulation between job enrichment and employee performance?	80	40	15	15	150
2.	Increased employee accountable to work outcome enhance performance?	80	40	15	15	150
3.	Employee work autonomy enhances job performance of employee?	85	45	10	10	150
4.	Where is a relationship between the introductions of new/challenges task and performance?	85	45	10	15	150
	Total	325	170	50	55	600

Source: Field Survey, 2018

**Table 2:** Computation of Responses on Employees increased Accountability

Variable	∑X	∑X <sup>2</sup>	∑XY	R
	∑Y	∑Y <sup>2</sup>		
Employee increased Accountability	5920	20008970		
			4322402	0.81
Satisfaction/Performance enhancement	3008	607728		

$P < 0.05, DF = 118, t- 1.98$

Table 1 above reveals a calculated r value of 081 which is less than the critical value of 198 of 0.05 level of significance with

A four point-likert type questionnaire was used in gathering relevant information from respondents. Section A sought information relating to respondent’s demographic details, while section B contained items that are to determine the impact of job enrichment on productivity. The instrument was validated based on relevant review and advice from lecturers, experts and colleagues. The questionnaire elicits the following relative responses: Strongly Agree (SA), Agree (A), strongly Disagree (SD) and Disagree (D).

### 4. Data Collection/Analysis

The researchers administered the questionnaires to the 150 respondents that constitute the sample. At the end, 120 were returned, representing 80%, while 30 were not returned, representing 20%. Data was analyzed and the null hypotheses were tested with Pearson Product Moment Correlation Analysis.

**Decision Rule:** The obtained r must be greater than the critical r to be significant. In other words, if the calculated value is less than the critical table value we do not reject the null hypothesis and if however, otherwise we reject the null hypothesis and accept the alternative. The level of significant is 0.05 and degree of freedom of 118 (N-2).

### 4.2 Presentation of Result

#### Hypothesis I

There is no relationship between employee increased accountability to personal work outcomes and employee satisfaction/productivity enhancement. Responses of Federal Civil Servants to the relationship between increase accountability and satisfaction/performance enhancement were computed and the table below shows summary of the analysis with the aid of Pearson Product Moment Correlation

$$\text{Given by } r = \frac{N \sum XY - \sum X \sum Y}{\sqrt{N \sum X^2 - (\sum X)^2} \sqrt{N \sum Y^2 - (\sum Y)^2}}$$

118 degree of freedom. Therefore, in accordance with decision rule, the null hypothesis is not rejected. Thus, this means that there is no significance relationship between employees increase accountability to personal work outcomes and satisfaction/performance enhancement.

#### Hypothesis II

There is no significant relationship between the introduction of new and more challenging responsibilities and satisfaction /productivity enhancement. Responses on the above issue was analyze and summary shown in the table below.

**Table 3:** Computation of Responses on the Introduction of New and More Challenging Task

Variable	$\sum X$	$\sum X^2$	$\sum XY$	R
	$\sum Y$	$\sum Y^2$		
Introduction of new and more challenging tasks	66714	2108208		
			4722312	0.66
Satisfaction/Performance enhancement	3508	617788		

$$P < 0.05, DF = 118, t- 1.98$$

Table 2 shows a calculated value of 0.66, which is less than the critical value of 1.98 of 0.05 level of significance, with 118 degree of freedom. Therefore, in line with decision rule, we do not reject the null hypothesis which states that there is no significance relationship between the introduction of new and more challenging tasks and satisfaction/performance enhancement.

### Discussion of Findings

The sum of empirical findings emanating from the study reveal that the management of Niger Mills industries seldom effectively or alter responsibilities assigned to its employees. Job enrichment practices such as increasing the level of accountability and authority given to an employee to boost job satisfaction and performance is clearly not enhanced effectively in the Niger mills industries as revealed in the study. This observation suitably corresponds with the studies of Inyang (2004)<sup>[14]</sup> who discovered that the level of responsibility an employee received in the most organizations seldom changes even when lapses are obviously noticed. The sum of empirical findings also established that new and more challenging tasks are hardly introduced to boost the level of job satisfaction of employees in the Niger mills industries. Akindele (2011)<sup>[1]</sup> through his recent studies observed the rigidity and the demonstrated lack of innovation of new ideas in the civil service and thus also agrees with the finding of this work.

### Summary/Conclusion

Job enrichment is critical to employee performance and satisfaction; hence its relevance cannot be over emphasized. When an employee is given additional authority and responsibilities he/she is required to be more accountable to the use or abuse of such authority and responsibility. This compels the employee to strive for improvement in job performance as his/her specific actions or inactions would now be more obvious than they were. This enhances job satisfaction over time. Again, Job enrichment allows organization such as the Niger Mills Industries Ltd, the opportunity of overhauling job designs to eliminate possible weaknesses or mistakes identified in previous designs such alterations are necessary to meet current challenges, targets and expectations emanating from within and outside the organization.

Thus, the following recommendations are advanced: Niger Mills Industries Limited and indeed other private organizations should through their appropriate authorities adjust their present rigid and strict adherence to traditional or unproductive approaches to work to allow for necessary alteration of job designs to improve the job performance which would lead to job satisfaction of its employees. Also, the level of accountability and authority given to employees should be increased to allow for their personal and psychological involvement. In addition, new and more challenging tasks should be introduced to management of Niger

mills industries ltd employees. Finally, management of Niger Mills Industries should introduce job designs whose targets are note only to achieve organizational objectives, but also the achievement of the satisfaction of individuals in their employment. This would ensure employee job satisfaction, growth and effectiveness of the company.

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