

# Employees Job Enrichment: Performance Driver for Money Deposit Banks in Rivers State

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## ABSTRACT

This study examined the relationship between job enrichment and employee performance of Deposit Money Banks in Port Harcourt. The study utilized a cross-sectional research survey design. Data were primarily sourced through closed ended self-administered questionnaire. The population of the study embraced 272 permanent employees of the 21 Deposit Money Banks in Rivers State. The sample size of 162 was determined using the Taro Yamane's formula for sample size determination. A 4 points Likert Scale questionnaire was initially validated by the supervisor and also subjected through the reliability test using the Cronbach Alpha reliability with accepted coefficient value for all items at above 0.70 selected. Data generated was analyzed and presented using both descriptive and inferential statistical techniques. The hypotheses were tested and analyzed using the Spearman's Rank Order Correlation Statistics. Study findings revealed that there are strong positive relationships between the attributes of job enrichment and the measures of employee performance of Deposit Money Banks studied. The study thus concludes that job enrichment significantly influences employee performance of Deposit Money Banks in Port Harcourt. Amongst the recommendations of the study are: recognition for career advancement, improved skill varieties, responsibility with corresponding authority and employee achievement motivation while organizational culture was recommended as strong moderator for the significant relationship between employee job enrichment and performance of the Deposit Money banks in Rivers State.

**Keywords:** Job Enrichment, Skill Variety, Authority & Responsibility, Career Advancement, Achievement Motivation.

Companies can enhance their employee's jobs by involving them in high-level decision-making activities, adding them more responsibilities, independence, and the ability to evaluate their performance (Neyshabor, 2013). Organizations can use job enrichment as a work scheme approach for augmenting job content by making jobs more appealing to the workers. It upsurges self-actualization, self-discipline and self-esteem of the workers which leads to increase their commitment and job performance. Education is the most significant factor of conflict in job enrichment. Job enrichment boosts the inspiration level and employee's performance on work and it also cause an increase in the propensity of employees to achieve the goals (Dost & Khan, 2012). Job enrichment helps to attain job satisfaction by amplifying the level of accountabilities and allowing workers have sense of belonging, freedom, autonomy and opportunity for employees to choose how and what jobs they are to perform and accomplish. Job enrichment is the development of work practices that challenges and motivate employees to perform better. Job enrichment therefore is a method or mechanism that comprises of enriching tasks which implies the combination of better or superior work components, necessitating a greater level of knowledge and skill, giving employees, autonomy and accountability with regards to planning, directing and having total control of their job performance and offering the prospect for individual growth and meaningful work experience (Ali & Aroosiya, 2012). Employee jobs are enriched when an organization through improvement and amplification adds more works on its employees with the purpose of improving their job and making it more fascinating attractive, increasing job challenges and responsibilities (Chaudhary, 2016). The idea of job enrichment is to motivate employees by increasing their

## I. INTRODUCTION

responsibilities that necessitate varieties in skill for their jobs. In this era of rapid change in the environment; and high level of organizations rivalry and competition, firms now has become much concern towards sifting away from the conventional beliefs of assuming that monetary rewards is the greatest factor that motivates employees. Despite researches into employees' performance of the banking sector, there still exist poor customer satisfaction. There is also audit loss of credibility on the part of the employees. It is also observed that employees' errors and frauds still exist in the money deposit banks in Nigeria especially in Rivers State where this study was conducted. This affects customer and bank relationship resulting in poor patronage of the banking services. These problems range from Lower job satisfaction, lower motivation, lower absenteeism level, deteriorating job environment, increase in errors, lower utilization levels, higher incidents of accidents on the jobs, mental overhead and stress amongst other issues. These factors have called for a rethink and possible reengineering of the way and manner organizations are structured and tasks, duties and responsibilities are assigned to employees. Kaplan and Norton (2011) came up with some set of actions which were referred to as the balanced scorecard that provided a quick and in-depth way to look at personnel performance and included the process measures as well as results of the processes. The most effective way to establish employees' performance is by use of the balanced approach as opposed to a partial way of looking at the performance where the outcome is shared with the managers, team-mates, supervisors and colleagues. With the dawn of management and management practices, industry administrators, scholars are putting efforts to enhance the performance of staff within the company for improved performance by motivating, engaging and encouraging. Only motivated, engaged and satisfied employees can deliver up to the ideal level of performance. According to Al-Ahmadi, (2009) improvement of performance is not only an outcome of a well ran system but it is also dependent on efficient strategies of human resource that thrives in employing as well as keeping motivated and committed employees. According to Putterill and Rohrer (2013), the attainment of goals in the assigned tasks to workers in a given period is an indicator of employee performance. Besides the improvement of performance being a result of a properly operating firm, it also depends on the effectiveness and efficiency of the human resource strategies which are successful in selecting and retaining a dedicated and motivated workforce.

There are various pieces of evidence for the known association between job enrichment and the performance of employees. Performance of a task is linked with its nature and this is an indication that indeed satisfaction with one's job influenced the employees' performance. The sense of job worth, feeling meaningful before others, discovering individual capabilities, and freedom in decision making positively relates to the performance of employees. The nature and characteristics of employees' work have a great impact on worker motivation and the way they perform at work. Well-designed jobs have a positive influence on employee motivation and performance, lending to improved individual and group employee performance outcomes such as their membership (joining/leaving an organization), reliable role behaviour (how well the worker does his job), and innovative/spontaneous action (going above and beyond the normal job. Job enrichment has been one of the most effective tools used for optimizing an employee's performance. It can be defined as changing the content and processes of a job to increase an employee's satisfaction, motivation and productivity (Knapp & Mujtaba, 2010). Work design refers to a spectrum of job factors, ranging from internal and external organizational factors to the way tasks are organized, that affect what people do at work and how effectively they can do it. The concept has roots in psychological research and theories of work motivation to improve employee satisfaction and performance and therefore increase organizational productivity and efficiency. The defined states of the mind are improved by the five important characteristics of a job which are skill variety (which involves different activities requiring different skills), task identity (which encompasses the completion of an entire and visible piece of work), task significance (which involves the impact a particular task has on other peoples' lives), autonomy (which is the freedom and pleasure in performing tasks and feedback that encompasses the direct information from the job on the employee's efficiency and effectiveness). Similarly, job enrichment includes perceived work demands, job control and social support that lead to higher output. As many human resources professionals have discovered that there is strong impact of job enrichment on the productivity and the motivation and job satisfaction of employees in an organization. In order to avoid these issues, it is pertinent to look for alternative strategies and approaches to job enrichment which includes job re-engineering, quality of work life, socio technical designs, the social information processing approach

(SIPA) and the job characteristics approach. This gave rise to the investigation into the relationship that job enrichment has on employee performance of Deposit Money Banks in Rivers State.

## II. LITERATURE REVIEW

Enriching a job or task is a holistic approach to getting commitment to work. Ganster, & Rosen, (2013) studied the interactive association between autonomy, feedback and characteristics of job enrichment variety by manipulation of these characteristics and the research found out that for every job characteristics the results are varied. There is slight if any on the effect of job enrichment on employees' performance in the developing economies. In order to attain the three basic states of emotion, the model of Job Characteristics supports that the job be designed with adequate five chief characteristics of job levels. The characteristics includes; variety of skill, identity of task, significance of task, feedback and autonomy. Out of the five characteristics of job, identity of task, variety of skill and significance of task are chief contributors to experienced work meaningfulness. Nevertheless, the same researchers dispute that levels that are high of any one of the characteristics can alone add to superior knowledgeable meaningfulness at work and therefore by extension result to satisfaction of job. The researchers as well dispute that the fourth characteristic of job within the model, that is autonomy, is a vital contributor to experienced accountability for outcomes of work. In addition, in line with the model, results knowledge from the job could merely be satisfied if there is a system of feedback between the worker and the job. Job enhancement is a job redesign approach that seeks to realign components of job tasks through adding more responsibilities in the effort to make the job more interactive and fulfilling to the employee (Vijay & Indradevi, 2015a). According to Azeez & Adeoye (2016), job enrichment is a strategy that is used in implementing additional job motivators to make it more interesting for the employees. The idea of job enhancement is widely credited to the works of Fredrick Herzberg in his 1968 breakthrough work while examining the motivation-hygiene theory. Job enrichment seeks to inspire employees by according them enough opportunities to apply their capabilities in work-related activities. The view of this scholar calls to mind the fact that by enhancing the skills of employees through enriching the job task they perform, and allowing them have the freedom to make decisions or use their hand to choose ways to carry out their job, that employee's gains the

opportunity to develop and become more skillful. This simply means that job enrichment allows employees' to be independent and have power over their job. It is essential for feedback to be introduced to enable employees to appraise and estimate the completion level which is known to be the end result of the task they carry out. Job enrichment practices in organization has contributed to development and helped in reducing motivational issues, by allowing employees make necessary decisions concerning how tasks should be undertaken and direct control of tasks so as to upheld healthier performance in the work place. Job enrichment leads employee's to enjoy delightful moments and motivation as they employ their expertise effectively in the workplace. (Magaji, Akpa, & Akinlabi, (2017) that job enrichment gives room for feedback to be given to employees in other to assess and evaluate the level of tasks accomplished and at the end evaluate the intensity of responsibilities accomplished and the end result of the tasks itself. Job enrichment to have the tendency to evolve vertically and enhance the varieties of tasks in a job simply put it allows employees to have greater power to organize their tax. There is a significant relationship between the job enrichment, enlargement and work life balance which increases the employee's performance and this increase in employee's performance leads to business survivability in the competitive world. Alternatively, it is also supportive in increasing the work life balance of employees which is seen to be very imperative for the employees to have suitable time for entertaining activities with their families (Sushil, 2014). According to Chen & Lu, (2012), job enrichment centers in the evaluation of jobs to meet the individual needs and aspirations of the workers. The study insisted that a job enrichment programs begin with defining the jobs that had to be done and which did the program effect. The scholars further suggested that a project team made up of the task holder should be put in place to oversee the job enrichment initiative on behalf of the organization. Brainstorming sessions involving jobholders could suggest as many changes as possible and invariably make the jobs more challenging and exciting, as well as provide ways to make the jobs more productive. Researchers further observed that job enrichment is not the only a strategy, but a way of managing all aspects of the organization and such job enrichment should include the full participation of the workers. Raza and Nawaz (2011) explained that job enrichment is a system, which encompasses the worker needs and the organizational needs and the two forces should be merged to make the process successful. Vijay

and Indradevi (2015b) pointed out that workers with a college degree were less resistant to job enrichment programs as compared to employees with no college degree.

### **Skill Variety**

Skill variety is the degree to which a job requires a variety of different activities and involves the use of a number of various skills and talents of the workers. Jobs that are high in skill variety are seen by workers as more challenging because of the range of skills involved; relieve monotony that results from repetitive activity, and gives employees a greater sense of competence. When variety of skills are essential to complete a task and those skills are perceived to be of value to the organization, employees find their jobs to be more meaningful. The idea behind providing skill variety in job enrichment is that it will reduce boredom, thereby increasing job satisfaction and motivation. It has been proven that one-skill jobs that lead to repetition and monotony could bring about boredom, fatigue and stress that may negatively affect performance and productivity. (June & Mahmood, 2011). Movement of employees from one job-task to another job within the organization and allowing them to adopt a variety of tasks in their work helps in mitigating the effect of repetitiveness and boredom. Jobs that are complicated have shown substantial but positive relatedness with job satisfaction, internal employee motivation and employee output. It is important that a wide range of skills are required for employees to grow and a vast range of skills is also necessary for the purpose of being flexible at In other studies, skill variety is considered as the number of various task elements that are necessary for the job fulfilment. Task Variety communicates clarity of knowledge. According to the literature of careers, employees at the start of their careers make attempts to discover tasks from which they attain or achieve their goals. Skill Variety could also incorporate the influence of task difficulty. Work that involves too much repetition of an exercise and require less skills and talent is seen to be of low task difficulty while the work that involves varying tasks, activities and skills are considered to have high task difficulty. According to the literature of careers, employees at the start of their careers make attempts to discover tasks from which they attain or achieve their goals. Inherent characteristics of a job including significance of a task and skill variety are usually mostly associated with low rates of absenteeism. Some of the studies that have been done on the component of skill variety include those by Kemboi, Biwott, Chenuos & Rutto (2013)

on skill variety, feedback and employee performance. Their research employed a descriptive design that provided a description of related aspects of the areas of interest to the current researcher.

### **Authority and Responsibility**

The concepts of authority and responsibility are central to the analysis and design of organizational systems. These concepts, though extensively dealt with in theory as well as practice, are at best evasive. The operational concept of authority and responsibility is identified to aid in the process of quantifying these variables. The concept of authority has been viewed with different connotations in different situations and there is wide and varied meaning of authority in organizational theory. In the principal contribution made by Weber on theory of authority structures, he distinguished authority (where orders are voluntarily obeyed by those receiving them), from power (the ability to force people to obey, regardless of their resistance). The concepts of authority, power and influence have been differentiated by many others. The related concepts of influence and power are linked to suspension of judgement and regulation of action. Authority is power based on rights to control and concomitant obligations to obey (Lunenburg, 2011). He has distinguished between coercive power, remunerative or utilitarian power, and normative or identitive power. Al-Ahmadi, (2009b) has distinguished four forms of authority: authority of position, legitimacy, competence and person. The essential functions of authority are to issue and carry out rules, and unity in common action. By and large, authority signifies the possession of some quality or claim compelling obedience, deference or trust. Broadly, it can be conceptualized as the right to originate, preempt, direct, act, decide and control. Authority is the sum of the powers and rights entrusted to make possible the performance of work delegated or assigned. (Garg & Rastogi, 2006). It includes such rights or powers as those of spending specified amount of money, of using certain kinds or quantities of materials, and of hiring and firing people. It may involve the right to decide or act, or the right not to decide or act. It may also be limited to power to advise, consult and provide service. There are various types of authority, such as, authority of knowledge, authority of position, legal authority, line authority, staff authority, financial authority, functional authority, moral authority. The concept of authority is very closely linked with the concept of responsibility. Responsibility is considered as

the work assigned to a position or function. It refers to the mental and physical activities which must be performed to carry out a task or duty. This is true at all the levels from the President of the company to a worker in the shop. Responsibility, being an obligation owed, cannot be delegated. No superior can escape, through delegation, responsibilities for the activities of the subordinates. Likewise, the responsibility of subordinates to their superiors for performance is absolute. As the activities to be performed are of various types, the responsibility can be financial, legal, administrative, functional, or moral. (Martha & Supartha, 2018)

### **Career Advancement**

Career development practice involves all of the technical and managerial skills employees acquire to develop in achieving their career development. It is thus a recognized special training program as an attempt to improve employees performance on a current job or one related to it. Moreover it is the method used to give new or present employees the skills they need to perform their current job. This practice often focuses on the immediate period to help fit any current deficit in employee's skills. On the other hand Saleem, Saheem & Saleem (2012) stated that Development focus on the long term to help employees prepare for future work demand. This career development practice is a learning opportunity design to help employees grow, however it is not limited to improving performance on a current job. Career development practice also involved professional certification programs of employees by respective international professional body. Career development is among the top drivers for employee retention and satisfaction in an organization. All organizations have objectives set especially when it come to the development of their employees. Employees are required to fill career development path which act as a guide on how they would like to progress their careers. (June & Mahmood, 2011). These serve as objectives which need to be evaluated frequently to assess how well they are performing towards this realization. Individual employees need to align their career path with not only the organization's goals, but also their own personal career goals, strengths, interests and values (Mohr & Zoghi, 2006).. Effective career development matches the employees' career aspirations to organizational goals thereby reducing employee turnover and dissatisfaction.

### **Achievement Motivation**

A multitude of definitions are put across in an effort to explore and understand the concept of

motivation. It is how behaviour gets started, energised, sustained, directed, and stopped; and the kind of subjective reaction that is present in the individual while all this is going on. Intrinsic and extrinsic boosters inspire one to achieve a target goal. Motivation is the set of a process that arouses, directs and maintains human behaviour toward attaining some agreed upon goal. Motivation is an internal process that endows the person with the drive and direction needed to engage with the environment in an adaptive, open-ended, and problem-solving sort of way. This is why, even when the focus is on problem posing, problem solving is still somewhere in the big picture. The level of motivation is reflected in the choice of courses of action and in the intensity and persistence of effort. Job performance is defined as it focuses directly on employee productivity by assessing the number of units of acceptable quality produced by an employee in a manufacturing environment, within a specific time period (Putri, & Setianan, 2019). Performance is what the organization hires one to do, and do well. Job performance directly focuses on productivity of worker via assessment of the units' number of suitable quality created by a worker in a processing environment, in a specific period of time. The business success is dependent on performance of employees. Increasing the employees' performance from the lowest organization levels to senior management is one of the most efficient techniques of increasing business profit as well as performance. The ultimate decision to take innovative behaviors is coined to the individual, and the willingness and motivation to do so may be influenced by a number of organizational characteristics. According to Hoque, & Kaplan, (2012)), innovative behavior is defined as "as an employee's intentional introduction or application of new ideas, products, processes, and procedures to his or her work role, work unit, or organization. Employees deciding to search and apply new technologies for their daily work, or suggesting new ways to achieve objectives in their organization are examples of such behaviors. Those types of behaviors are likely to exert a positive effect on the organizations' overall innovation performance. Organizational culture as a homogeneous discernment of the organization based on outstanding uniqueness separating one organization from the other. Organizational culture has a pervasive effect on an organization because it defines who its relevant employees, customers, suppliers, and competitors are, and how to interact with these key actors. The culture's intensity or strength, and its adaptiveness are the components

that enable organizations to meet the twin demands of internal consistency and external flexibility (Ogboso & Amah, 2016). When employees are made aware of the culture of their company they will appreciate both the organization's past and present system of operation. This gives direction about the way to behave in the future and an also promote the organization's way of life by enhancing shared feelings. Therefore, any organization that has a well stipulated culture often works toward common goals and can achieve efficiency because workers share success oriented ideals. Waititu (2016) conducted a study on the relationship between Culture, Strategy Implementation and Performance in Commercial Banks in Nairobi County Kenya. Descriptive and quantitative survey research design were used. The target respondents were 191 members of the top management team of listed commercial banks in Nairobi. The study used both descriptive and inferential statistics in the analysis. Results indicated that the person and support cultures that pits the individual better than the organisation were absent. There was heavy investment in functional organization structure and culture and leadership systems which are absent in person cultures. A conclusion was made going by the findings that organisational culture plays a key role to effective strategy implementation.

### III. METHODOLOGY

This study will adopt a cross sectional survey research design. There are 21 Deposit Money Banks in Nigeria Registered with the Central Bank of Nigeria. The population for this study was 272 permanent staff of the 21 deposit money banks in Port Harcourt. All contract staff are not part of the study elements. The study was focused mainly on the Regional Offices of these banks in Port Harcourt. In this study therefore, the sample size is determined using the Taro Yamane Sampling Formula given as:

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

Where:

- n = sample size sought
- N = population size
- (e) = level of significant

$$n = \frac{272}{1 + 272(0.0025)^2}$$

Applying the formula, the sample was given as:

$$n = \frac{272}{1 + 272(0.05)^2}$$

$$n = \frac{272}{1.68}$$

n = 161.90  
 n = 162

Therefore, the sample size for the study is 162.

A five (5)-point Likert-Scale questionnaire was designed in a scale rating of 1 depicting lowest agreement and 5-strongest agreement. This feature enabled the respondents not only choose their preferred option; it enabled them to rate the extent to which they agreed or disagreed with their chosen option and a acceptable tolerance rate of 75% was fixed to enable interpretation of gathered responses. The also used the measure of internal consistency dimension for the reliability by using Cronbach Alpha. This is because measure of internal consistency as a reliability test method, examines whether the indicators that make up the scale or index are regular. It determines uniformity in the indicator when applied to different sub-population. Sub-population analysis was used to determine the internal reliability. Cronbach alpha is a reliability co-efficient that indicates how well the items in a set are positively correlated to one another. Therefore among other methods of testing the reliability of a research instrument, the researcher used Cronbach alpha co-efficient method in measuring the reliability of the research instrument for the study which is a principal technique of testing reliability, especially among social science researchers. This is in line with the assertion that the reliability of data tested by Cronbach alpha method should show reliability score greater than 70%. The reliability of the data after testing by Cronbach Alpha, should meet a reliability score of more than 70% i.e. > 0.7. Therefore, from the overall Cronbach alpha obtained based on standardized items as shown in the SPSS data output extract, it was clear that the self-designed questionnaire was significantly reliable.

Table 1: Reliability Coefficients of Variables

S/No	Dimensions/Measures of the study variable	Number of items	Number of cases	Cronbach's Alpha
1	Skill Variety	4	139	0.144
2	Authority & Responsibility	4	139	0.144
3	Career Advancement	4	139	0.144
4	Achievement Motivation	4	139	0.144
5.	Employee Creativity	4	139	0.116
6	Task Accomplishment	4	139	0.116
7.	Organizational Culture	4	139	0.311

Source: SPSS Output

#### Method of Data Analysis

Data collected from the field would be cleaned to ensure consistency of responses. Data generated was arranged and coded according to themes and then fed into the data editor section of Statistical Package for the Social Sciences (SPSS 21.0). Analysis was undertaken in three phases beginning with the demographic profile, using percentages, describes the frequencies of responses to various sample characteristics. Secondly the univariate analysis in which the central tendency and dispersion of the variables are described through mean scores and standard deviations, thirdly; the bivariate analysis, in which all previously hypothetical statements of bivariate

relationships would be tested using Spearman's Rank Order Correlation Statistics with the assistance of SPSS 23.0 to determine the degree of significance of the hypotheses to be tested to decide when the null hypotheses should be rejected or accepted.

#### Bivariate Level of Analysis

This segment presents the data results for the analysis and tests for all previously hypothesized bivariate associations are presented. The hypotheses stated in the null form were all tested using the Spearman Rank Order correlation.

Table2: Correlations Matrix Between Skill Variety and Employee Creativity

			Skill Variety	Employee Creativity
Spearman's rho	Skill Variety	Correlation Coefficient	1.000	.706*
		Sig. (2-tailed)	.	.000
		N	139	139
	Employee Creativity	Correlation Coefficient	.706*	1.000
		Sig. (2-tailed)	.000	.
		N	139	139

\*. Correlation is significant at the 0.05 level (2-tailed).

Source: SPSS Output

The result of correlation matrix obtained between skill variety and employee creativity is shown in Table 2 above. The correlation coefficient of 0.706 confirms the direction and strength of this relationship. The coefficient represents a positive and correlation between the variables. The test of significance shows that this relationship is

significant at  $p < 0.000 < 0.05$ . Therefore, based on observed findings the null hypothesis earlier stated is hereby rejected and the alternate upheld. Thus, there is a significant relationship between skill variety and employee creativity of Deposit Money Banks in Rivers State.

Table 3: Correlations Matrix between Skill Variety and Task Accomplishment

		Skill Variety	Task Accomplishment
Spearman's rho	Correlation Coefficient	1.000	.806*
	Sig. (2-tailed)	.	.000
	N	139	139
Task Accomplishment	Correlation Coefficient	.806*	1.000
	Sig. (2-tailed)	.000	.
	N	139	139

\*. Correlation is significant at the 0.05 level (2-tailed).  
 Source: SPSS Output

The result of correlation matrix obtained between skill variety and employee task accomplishment is shown in Table 3 above. The correlation coefficient of 0.806 confirms the direction and strength of this relationship. The coefficient represents a positive and strong correlation between the variables. The test of

significance shows that this relationship is significant at  $p < 0.000 < 0.01$ . Therefore, based on observed findings the null hypothesis earlier stated is hereby rejected and the alternate upheld. Thus, there is a significant relationship between skill variety and employee task accomplishment of Deposit Money Banks in Rivers State.

Table 4: Correlations Matrix between Authority & Responsibility and Employee Creativity

		Authority & Responsibility	Employee Creativity
Spearman's rho	Correlation Coefficient	1.000	.751*
	Sig. (2-tailed)	.	.000
	N	139	139
Employee Creativity	Correlation Coefficient	.751*	1.000
	Sig. (2-tailed)	.000	.
	N	139	139

\*. Correlation is significant at the 0.05 level (2-tailed).  
 Source: SPSS Output

The result of correlation matrix obtained between authority/responsibility and employee creativity is shown in Table 4 above. The correlation coefficient of 0.751 confirms the direction and strength of this relationship. The coefficient represents a positive and strong correlation between the variables. The test of

significance shows that this relationship is significant at  $p < 0.000 < 0.01$ . Therefore, based on observed findings the null hypothesis earlier stated is hereby rejected and the alternate upheld. Thus, there is a significant relationship between authority/responsibility and employee creativity of Deposit Money Banks in Rivers State.

Table 5: Correlations Matrix between Authority & Responsibility and Task Accomplishment

		Authority & Responsibility	Task Accomplishment
Spearman's rho	Correlation Coefficient	1.000	.664*
	Sig. (2-tailed)	.	.000
	N	139	139
Task Accomplishment	Correlation Coefficient	.664*	1.000
	Sig. (2-tailed)	.000	.
	N	139	139



\*. Correlation is significant at the 0.05 level (2-tailed).  
 Source: SPSS Output

The result of correlation matrix obtained between authority/responsibility and employee task accomplishment is shown in Table 5. The correlation coefficient of 0.664 confirms the direction and strength of this relationship. The coefficient represents a positive and strong correlation between the variables. The test of significance shows that this relationship is

significant at  $p < 0.000 < 0.01$ . Therefore, based on observed findings the null hypothesis earlier stated is hereby rejected and the alternate upheld. Thus, there is a significant relationship between authority/responsibility and employee task accomplishment of Deposit Money Banks in Rivers State.

Table 6: Correlations Matrix between Career Advancement and Employee Creativity

			Career Advancement	Employee Creativity
Spearman's rho	Career Advancement	Correlation Coefficient	1.000	.741*
		Sig. (2-tailed)	.	.000
		N	139	139
	Employee Creativity	Correlation Coefficient	.741*	1.000
		Sig. (2-tailed)	.000	.
		N	139	139

\*. Correlation is significant at the 0.05 level (2-tailed).  
 Source: SPSS Output

The result of correlation matrix obtained between career development and employee creativity is shown in Table 6. The correlation coefficient of 0.741 confirms the direction and strength of this relationship. The coefficient represents a positive and correlation between the variables. The test of significance shows that this

relationship is significant at  $p < 0.000 < 0.01$ . Therefore, based on observed findings the null hypothesis earlier stated is hereby rejected and the alternate upheld. Thus, there is a significant relationship between career development and employee creativity of Deposit Money Banks in Rivers State.

Table 7: Correlations Matrix between Career Advancement and Task Accomplishment

			Career Advancement	Task Accomplishment
Spearman's rho	Career Advancement	Correlation Coefficient	1.000	.862*
		Sig. (2-tailed)	.	.000
		N	139	139
	Task Accomplishment	Correlation Coefficient	.862*	1.000
		Sig. (2-tailed)	.000	.
		N	139	139

\*. Correlation is significant at the 0.05 level (2-tailed).  
 Source: SPSS Output

The result of correlation matrix obtained between career development and employee task accomplishment is shown in Table 7 above. The correlation coefficient of 0.862 confirms the direction and strength of this relationship. The coefficient represents a positive and very strong correlation between the variables. The test of

significance shows that this relationship is significant at  $p < 0.000 < 0.01$ . Therefore, based on observed findings the null hypothesis earlier stated is hereby rejected and the alternate upheld. Thus, there is a significant relationship between career development and employee task accomplishment of Deposit Money Banks in Rivers State.

Table 8: Correlations Matrix between Achievement Motivation and Employee Creativity

			Achievement Motivation	Employee Creativity
Spearman's rho	Achievement Motivation	Correlation Coefficient	1.000	.786*
		Sig. (2-tailed)	.	.000
		N	139	139
	Employee Creativity	Correlation Coefficient	.786*	1.000
		Sig. (2-tailed)	.000	.
		N	139	139

\*. Correlation is significant at the 0.05 level (2-tailed).

Source: SPSS Output

The result of correlation matrix obtained between achievement motivation and employee creativity was shown in Table 8. The correlation coefficient of 0.786 confirms the direction and strength of this relationship. The coefficient represents a positive correlation between the variables. The test of significance shows that this

relationship is significant at  $p < 0.000 < 0.01$ . Therefore, based on observed findings the null hypothesis earlier stated is hereby rejected and the alternate upheld. Thus, there is a significant relationship between achievement motivation and employee creativity of Deposit Money Banks in Rivers State.

Table 9: Correlations Matrix between Achievement Motivation and Task Accomplishment

			Achievement Motivation	Task Accomplishment
Spearman's rho	Achievement Motivation	Correlation Coefficient	1.000	.771*
		Sig. (2-tailed)	.	.000
		N	139	139
	Task Accomplishment	Correlation Coefficient	.771*	1.000
		Sig. (2-tailed)	.000	.
		N	139	139

\*. Correlation is significant at the 0.05 level (2-tailed).

Source: SPSS Output

The result of correlation matrix obtained between achievement motivation and employee task accomplishment was shown in Table 8. The correlation coefficient of 0.771 confirms the direction and strength of this relationship. The coefficient represents a positive correlation between the variables. The test of significance

shows that this relationship is significant at  $p < 0.000 < 0.01$ . Therefore, based on observed findings the null hypothesis earlier stated is hereby rejected and the alternate upheld. Thus, there is a significant relationship between achievement motivation and employee task accomplishment of Deposit Money Banks in Rivers State.

Table 10: Correlations Matrix between Organizational Culture Moderating between Job Enrichment and Employee Performance

Control Variables			Job Enrichment	Employee Performance	Organizational Culture
-none <sup>a</sup>	Job Enrichment	Correlation	1.000	.095	.210
		Significance (2-tailed)	.	.266	.013
		Df	0	137	137
	Employee Performance	Correlation	.095	1.000	.356
		Significance (2-tailed)	.266	.	.000
		Df	137	0	137
	Organizational Culture	Correlation	.210	.356	1.000
		Significance (2-tailed)	.013	.000	.
		Df	137	137	0

Organizational Culture	Job Enrichment	Correlation	1.000	.022	
		Significance (2-tailed)	.	.797	
		Df	0	136	
Employee Performance		Correlation	.022	1.000	
		Significance (2-tailed)	.797	.	
		Df	136	0	

\* Cells contain zero-order (Pearson) correlations.  
 Source: SPSS Output

The result of correlation matrix obtained for organizational culture moderating between job enrichment and employee performance was shown in Table 9. The correlation coefficient of 0.022 confirms the direction and strength of this relationship. The coefficient represents a positive correlation between the variables. The test of significance shows that this relationship is significant at  $p < 0.000 < 0.01$ . Therefore, based on observed findings the null hypothesis earlier stated is hereby rejected and the alternate upheld. Thus, Organizational culture does significantly moderate the relationship between job enrichment and employee performance of Deposit Money Banks in Rivers State.

#### IV. DISCUSSION OF THE FINDINGS

This study is to investigate the relationship between job enrichment and employee performance of Deposit Money Banks in Rivers State. The findings revealed that there is a positive and significant effect of job enrichment and employee performance of Deposit Money Banks in Rivers State. Their findings hence are of interest as they arouse curiosity and desire of knowing whether job redesigns, which essentially may imply disrupting extant structures, have an effect on employee's performance levels. Job enrichment is based on job characteristics that offer motivation, satisfaction, commitment, involvement and performance quality.

The study findings confirmed that there is a strong positive relationship between skill varieties as an attribute of job enrichment and the measures of employees' performance which are: Employee creativity and task accomplishment. This finding which revealed the correlation coefficients of 0.706 and 0.806 respectively demonstrates this significant relationship. The movement of employees from one job-task to another job within the organization and allowing them to adopt a variety of tasks in their work helps in mitigating the effect of repetitiveness and boredom. Skill variety is the degree to which a job requires a variety of different activities and involves the use of a number of various skills and talents of the workers. Jobs that are high in skill

variety are seen by workers as more challenging because of the range of skills involved; relieve monotony that results from repetitive activity, and gives employees a greater sense of competence. According to the literature of careers, employees at the start of their careers make attempts to discover tasks from which they attain or achieve their goals. Inherent characteristics of a job including significance of a task and skill variety are usually mostly associated with low rates of absenteeism.

The study findings revealed the strong relationship between authority and responsibility as attribute of job enrichment against the measures of creativity and task accomplishment. These are shown in their respective correlation coefficient values which stood at 0.751 and 0.664 respectively indicating that employees' performance can be improved where an employee is given adequate measure of authority that commensurate with responsibility of the work to be done. This finding also agrees that there is significant relationship between achievement motivation as an attribute of job enrichment and the measures of employee performance as described in employee creativity and task accomplishment. The respective correlations coefficients of 0.786 and 0.771 respectively showing that achievement motivation of bank employees is a driver for employee productivity in Rivers State. This study also revealed in its findings the positive relationship between career advancement and employees performance in the banking sector in Rivers state. From the results of the test of relationships, the findings showed the correlations coefficients of 0.741 and 0.862 respectively.

Finally, the test of moderation of the study showed that organizational culture as a moderating variable influences the relationship between job enrichment of the banking employees and the performances. Waititu (2016) conducted a study on the relationship between Culture, Strategy Implementation and Performance in Commercial Banks in Nairobi County Kenya. Descriptive and quantitative survey research design were used. The target respondents were 191 members of the top management team of listed commercial banks in

Nairobi. The study used both descriptive and inferential statistics in the analysis. Results indicated that the person and support cultures that pits the individual better than the organisation were absent. There was heavy investment in functional organization structure and culture and leadership systems which are absent in person cultures. A conclusion was made going by the findings that organisational culture plays a key role to effective strategy implementation.

## V. CONCLUSION

Job enrichment has contributed to development and helped in reducing motivational issues, by allowing employees make necessary decisions concerning how tasks should be undertaken; control of tasks to uphold healthier performance in the workplace. Job enrichment leads employees to enjoy delightful moments and motivation as they employ their expertise effectively in the workplace. This study also conclude that job enrichment gives room for feedback to be given to employees in other to assess and evaluate the level of tasks accomplished and at the end evaluate the intensity of responsibilities accomplished and the end result of the tasks itself. Job enrichment is to have the tendency to evolve vertically and enhance the varieties of tasks in a job simply put it allows employees to have greater power to organize their tax.

Therefore, this study concludes that there is a positive significant effect of job enrichment on employee performance of Deposit Money Bank in Port Harcourt. Furthermore, the study specifically concludes that job enrichment with its dimensions; skill variety, authority & responsibility, career advancement and achievement motivation and employee performance, with its measures; employee creativity and task accomplishment, of Deposit Money Bank in Port Harcourt.

## VI. RECOMMENDATIONS

Based on the study findings, the following recommendations were made:

- i. There should be training program system as well as job rotation technique that will enhance new skills on the part of the employees within the banking system which will help the employee acquire multiple skills which will empower the organization to achieve more profit.
- ii. Management should permit the employee have a degree of freedom in carrying out his job description because account for more responsible employees.
- iii. The banking sector should develop career path for the employees so that better specialization and career expertise can be promoted.
- iv. Every employee who has been allocated or assigned a responsibility should also have adequate or corresponding authority to perform their work. This, the bank should encourage so that their performance can be improved.
- v. The banks should also encourage the motivation of employees who have made remarkable achievement in the organization. This, can go a long way to motivate others to perform more than expectation.
- vi. Finally, the culture of the banking sector should be developed in a way to allow for proper job enrichment mechanisms so as to attract better performance on the path of the employees.

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