



Effect of job enrichment on employee's performance in oil and gas industry Port Harcourt, Nigeria

OBIBHUNUN, LUCKY (PhD)

Email; obilu@yahoo.com

ANALABA, BENEDICT OGADINMA

Email; analabaogadinma@yahoo.com

ABSTRACT

This study the effect of job enrichment on employee's performance with its geographical scope as the Oil and Gas Companies in Nigeria is an attempt at filling this knowledge gap. The study adopted a cross sectional design, structured questionnaire and personal interview. Validity and reliability (0.842 and above) tests were assured. Responses were obtained from Managers and employees of four statistically selected Oil and Gas companies in the study area. The study population is 157, and sample size of 113. Purposive, simple random, systematic and stratified sampling techniques were variously employed to select the respondents. After data cleaning, 93 copies of questionnaire were found fit for use in the analysis. 28 hypotheses were posited and tested. Descriptive and inferential statistics were employed, and Pearson Product Moment Correlation technique was used the significance was 0.01 level, with the aid of Statistical Package for Social sciences (SPSS). Our findings revealed that there is a positive, strong and significant relationship between all the dimensions of job enrichment and measures of employee's performance in the Nigerian oil and gas industry. The study arrives at the fact that, the effective conduciveness of employment performance in the Nigeria oil and gas industry is premised on effective implementation of job enrichment strategy and policy.

Key words: employees, job enrichment, autonomy, skill Variety, performance

1.0 Introduction

The rapid changes in the business environment, the high level of competitiveness among the co-competitors globally, workers leaving their workplace and jobs to other organizations even though the pay is very good; have created different level of motivational challenges to many organizations. It is due to this fact that managers and organizations have beginning to shift from the traditional method of motivation and ideological orientation of believing that workers in the organization will perform better with money as a means of motivation is gradual becoming obsolete in workplace.

This challenge has also created opportunity for organizations to increase the level of work for each employee in the workplace without necessarily has to pay more. Increasing the job volume and added those things that will make the job to be more interesting are known as job enrichment. Saleem elta (2012) argue that employees in this generation have moved from seeing money as the greatest motivating factor to a situation where workers today will 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 (Saleem, Shaheen, Saleem, 2012).

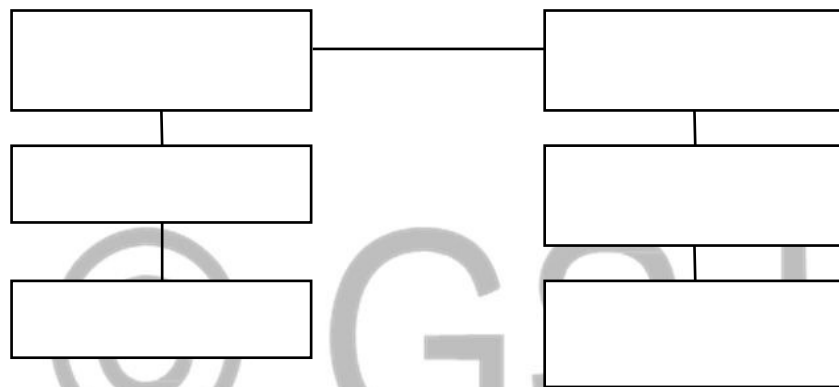
Job enrichment is away to motivate workers by giving them opportunity to use a range of their abilities; this is done by giving them more responsibilities and varieties in their job. It occurs when an employer through development and intensification, placed extra amount of work on employee(s) with the aim of making it more interesting, meaningful and, thus, increasing job challenges and responsibility. Jobs are enriched to motivate employees by adding to their responsibilities with a greater need for skill varieties in their jobs. Job enrichment

is a job design technique that is useful in providing autonomy and encouraging employees' initiative towards high quality performance and job excellence

Jobs are enriched to motivate employees by adding to their responsibilities with a greater need for skill varieties in their jobs this skills varieties will enable the employees switch from one function to another for the betterment of the organization. It is based on the fact that job enrichment can improve performance that this paper seeks to know the extent. Although many researchers have carry out research on job enrichment but it only few that have examines the relationship that exist between job enrichment and employees performance in oil companies in port Harcourt. This paper therefor seeks to examine the effect of job enrichment and employee's performance.

1.1 Conceptual Framework

The two key variables (predictor variable and the criterion variable), and how they relate, gave rise to this paper. That is to say, an employment performance is a function of job enrichment. These variables and the relationships implied in this paper therefore constitute the conceptual framework below:



SOURCES: Researcher desk 2021

1.2 Purpose and Objective of Study

This study is aimed at championing a paradigm shifts and re-thinking, a redirection of focus and investigation on the effects of job enrichment and employee's performance in the Nigerian Oil and Gas industry. The purpose of this study therefore is to determine the effect of job enrichment on employee performance. In pursuance of this purpose, the objective of this study includes:

- (i) To determine the effect of autonomy on employee's performance in the Nigerian Oil and Gas Industry.
- (ii) To determine the effect skill Variety on employee's performance in the Nigerian Oil and Gas Industry.

1.3 Research Questions

This study will be guided by the following research questions:

- (i) To what extent does autonomy affect employee's performance?
- (i) To what extent does skill Variety affect employee's performance?

1.4 Research Hypothesis

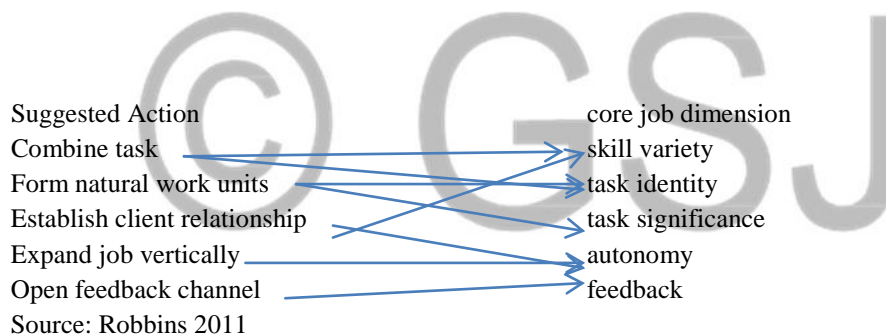
From the research questions raised for the study, we further hypothesize as follows:

- H₀₁: There is no significant relationship between employee's autonomy and organization support
- H₀₂: There is no significant relationship between employee's autonomy and organization justice
- H₀₃: There is no significant relationship between employee's skill Variety and organization support
- H₀₄: There is no significant relationship between employee's skill Variety and organization justice

1.5 Literature review

According to Robbins and Judge (2011) Job enrichment refers to the vertical expansion of jobs. It increases the degree to which the worker controls the planning, execution, and evaluation of the work. An enriched job organizes tasks so as to allow the worker to do a complete activity, increase the employee's freedom and independence, increase responsibility, and provides feedback so individuals will be able to access and correct their own performance.

Job enrichment can be achieved by combining existing task and fractionalized tasks and puts them back together to form a new and larger module of work. Forming natural work units means that the tasks an employee does create an identifiable and meaningful whole. *Establishing client relationships* increases the direct relationship between workers and their clients. *Expanding jobs vertically* gives employees responsibilities and control that were formerly reserved for management. *Opening feedback channels* lets employees know how they are performing their jobs whether their performance is improving, deteriorating or remaining at a constant level. (Robbins and Judge 2011)



Job enrichment is seen as a process where management gives increasing responsibilities which are often assigned to the superiors to the employees. The essence of this is to help employees build the sense of self-management and self-sufficiency, (Neil, 2008). Williams, (2009); 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 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. Job enrichment develops jobs vertically, and increases the variety of tasks in a job, (Robbins and Judge, 2011).

Venith indradevi (2015) quoting King-Taylor (1977) in her article on job enrichment and motivation suggested that jobs must be revised to meet the needs and fulfil the aspirations of people as individuals, not as robots. The author insisted that a program of job enrichment should usually begin by defining the jobs which had to be done and which were affected by the programme; a project team comprising representatives of the task holders should be formed to do this. According to the author, 'brainstorming' sessions during which the people involved in the jobs suggest as many changes as possible, could conceivably make them more challenging and interesting, as well as more efficient and productive. According to the author, job enrichment is not a technique, but a way of managing which is married into the company philosophy and organizational structure – job enrichment is in essence, true participation and worker involvement.

Venith indradevi (2015) quoting Collins and Raubolt (1975) examined the association between employee background and occupational characteristics and degree of resistance to a job enrichment program in a large-scale manufacturing firm. The study group consisted of engineers, engineering associates and draftsmen. The questionnaire included background and occupational characteristics such as age, education, position and tenure. The findings revealed that education was the most important determinant of degree of resistance. Employees with a college degree were found to be less resistant to job enrichment than were employees without a degree. Other important determinants found were age and task performed, revealed that more youthful employees were non-resistant than older employees and more employees who were performing similar tasks were non-resistant than were employees performing general tasks. The study also revealed other characteristics with resistance to job enrichment such as the number of years to retirement.

Werther (1975) stated that employment enrichment views the total work enrichment confronting employees as a system which consists of two overlapping areas: the worker-job subsystem and the worker-organization subsystem. According to him, the purpose of job enrichment is to improve the worker-job relationship. Job enrichment addresses itself primarily to one dimension of the employment relationship: the worker-job aspect represents the most significant component of the employee's connection with the organization. He argued that without changes in the overall worker-organization relationship, employees were apt to believe job enrichment is manipulative. Moreover, the author pointed out that the removal of the more dehumanizing characteristics of the job causes the employee-organization interface to increase in importance.

The worker becomes more sensitized to the negative aspects of his association since there were fewer unpleasant distractions in connection with the job 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 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. Job enrichment develops jobs vertically, and increases the variety of tasks in a job, (Robbins and Judge, 2011).

1.6 Autonomy

Autonomy is the degree to which a job provides substantial freedom, independence, and discretion to the individual in scheduling the work and in determining the procedures to be used in carrying it out. An example of a job scoring high in autonomy is the job of a salesperson that schedules his or her own work each day and decides on the most effective sales approach for each customer without supervision. A job scoring low in the dimension would be the job of a salesperson that is given a set of leads each day and requires following a standardized sales script with each potential customer.

When employees lack autonomy, they may not equip to meet the demands that are placed upon them. Furthermore, depending on an individual's work goals, autonomy may be a necessary resource to achieve these goals. Skill variety, task identity and task significance are all job characteristics that stimulate personal growth and development (Hackman, et al., 1975) and can help employees achieve their work goals. When employees are given the opportunity to maximize the use of their talent and ability for pursuing a clearly identifiable and worthy outcome or goal, they are more likely to consider their job as one that helps them meet their own personal goals and aspirations.

1.7 Skill Variety

Skill variety is the degree to which a job requires a variety of different activities so the worker can use a number of different skills and talent. For instance, an example of a job scoring high on skill variety would be job of an owner-operator of a garage who does electrical repairs, rebuilds engines, does body work, and interacts with customers. A job scoring low on this dimension would be the job of a body shop worker who sprays paint 8 hours a day.

1.8 Organizational Support

Organizational support (OS), based on organizational support theory, refers to the extent to which employees deem that their organization values their contribution and cares about their well-being (Eisenberger et al., 1986; Rhoades & Eisenberger, 2002). OS can generate a felt obligation to care about the organization's welfare and to help the organization accomplish its goal (Eisenberger et al., 2001). In the meantime, OS should realize socioemotional needs by integrating organizational membership and role status into their social identity and reinforce employees' beliefs that organization financial and non-financial compensations increase performance (Rhoades & Eisenberger, 2002).

1. 9 Organizational justice

How employee sees the fairness in their organization is what we know as justice. Justice can either be just or unjust and this depends on employee's perceptions in their organization. Every person working in the organization will be will and happy to be treated like a king in the organization. In a situation where by employees are not treated with respect, and fairness, it becomes organizational injustice which can create a negative attitude and behaviour toward the organization.(obibhunun. L 2019)

Perceived injustice among employee in organization can lead to deviant behaviour in organization. Once employee is not fairly treated in the organization such employee develops some level of hatred against the offender, if the individual in the organization is responsible he or she will direct the anger against the individual also if it is the organization that is responsible such employee will also direct the anger against the organization. (Aquino, Tripp, & Bees, 2006; Okimoto & Wenzel, 2010).

Employers want employees to be dedicated and loyal to their job. According to the norm of reciprocity, if employers offer a high level of support to their employees, employees are possibly to emotionally commit to their organizations with a low possibility of turnover and a high level of job performance.

1.9 Organizational Support and Performance

when employees feel that the organization is supporting them to get the job done they will feel at home and be ready to assist the organization. This in return will bust the performance of the employees. The assistance giving employees by organizations is called as organizational support and the existence of that also increase the employee performance (Fasolo, Eisenberger & Davis LaMastr, 1990). The employees can give extra ordinary effort to the productivity of the organization when the organization is giving them full support.

1.10 Organizational Justice and Performance

Justice can either be just or unjust and this depends on employee's perceptions in their organization. Every person working in the organization will be will and happy to be treated like a king in the organization. In a situation where by employees are not treated with respect, and fairness. The organizational justice when achieved in its true sense, it may affect the employee performance, their commitment level in the organization and also their level of efforts towards achievement of their goals (Folger and Cropanzano, 1998).

1.11 Employees' Performance

The performance of employee in organization majorly on employees' abilities and skills, as well as their perception of the role they play in such organization. The performance process management is a continuous communication process between the employee and his/her supervisor, and aims at communication to achieve a clear understanding of the works to be accomplished. The employees' performance is measured by comparing the actual results achieved by this ability for all the set out programs and objective strategy, in addition to defining the biases whether positive or negative, and then eliminating them (Bakal, 1999).

1.12 Methodology

Research design

Research design forms the platform within which the researcher develops possible solutions to the problems identified in the study. The design guides the researcher in the various stages of the study, and constitutes the framework for collecting valid data and reliable data for the testing of the hypotheses or the research questions.

The preferred research design in this study is the survey design. Our choice is based on its relative advantage with other research designs within the context of the nature of the matter (human being) under study. To explain its contrast with experimental design, Baridam (1990) distinguished between the experimental and quasi-experimental designs. For Baridam therefore, the quasi-experimental design is sometimes called “survey”. As a result, the basis of distinction lies with the extent to which the subject variables could be put under control or be manipulated for the purpose of generating primary data. Where the manipulations of the variables are possible, then the study is experimental. Where the manipulations of the variables are not possible, then, the study becomes a “survey”. Since our subjects and variables have already occurred or are on-going, it will be appropriate to use the survey design. This position is supported by the works of Zebulun (1994), Cooper and Schindler (2001). In this study, the subjects (Oil and Gas companies under investigation) and the variables (outsourcing, Employment Relations and the moderating variables) are not intended to be put under control or manipulation. Rather, the intention here is to measure the experiences of organization. Anwuluorah (1987) corroborated this position when he stated that “when what are being investigated are experiences, the most appropriate methodology is the “survey”.

In explaining the relative advantage that survey design has over observational study, Emory (1980) used mode of communication utilized between the two approaches. Put differently, Cooper & Schindler (2001) used mode of interrogation. For Emory therefore, in observational studies, the researcher inspects the activities of a subject without attempting to elicit responses from anyone. On the other hand, in the survey approach, the researcher questions the subjects and collects their responses by some means without manipulating the variables. Since the intention of this study is not to monitor or observe the subjects for the purpose of noting and recording our observations as a primary means of data collection, the survey design is preferred because it is intended to stimulate those subjects to respond on behalf of the organizations and to state their organizations’ experiences, and then analyze their responses, using statistical methods. Cooper and Schindler (2001) in support of the use of the survey design as opposed to the observational method, contends that, “survey” as a primary data collection technique is very versatile and is more efficient and economical.

The next condition that led to the determination of our choice of the survey is the environment of our subjects of study. For our purpose, environment of study refers to either field or laboratory environment. Since laboratory studies are conducted under simulated conditions, our choice in this study is that referred to as “field study” conducted under actual environmental conditions.

Research designs have been differentiated on the basis of the time dimension of the study (Zeb-Obipi, 2007). That is to say, the differentiation is based on whether or not, a study takes place at a given time or over a given period of time. This implies that a study could be either cross-sectional or longitudinal (Cooper and Schindler, 2001; Zebulun, 1994; Emory, 1980). This study is not based on the longitudinal dimension due to the limited time available for this work. The cross-sectional design is preferred because the cross section of organizations in the producing, service and marketing sub-sectors of the oil and gas industry with diverse characteristics make up the sample for the study.

Having made a case for the choice of the “survey” as the research design chosen for this study, the focus of the next section shall be on the method utilized for selecting our population for the study (sampling design).

1.13 SAMPLING DESIGN

1.13.1 Target Population

For Baridam (2008), the target population or universe of study is the entire population to which the findings are applicable and from which generalizations can be made. Our target population or universe of study therefore, consists of all Oil and Gas Companies in Nigeria. This is an infinite population which cannot be accessed because there is the absence of an up to date list of Oil and Gas Companies listed in our sampling frame (Directory of DPR, 2016 edition).

1.13.2 Accessible Population

Zeb-Obipi (1998) used the finiteness and infiniteness in the elements of a population to distinguish a target population from an accessible or study population. For Zeb-Obipi therefore, whether or not, all elements of a population can be reached, distinguishes a target population from an accessible population. In corroboration of this position, Baridam (1990) defined an accessible population as that portion of the population to which the researcher can have access to select the sample for the study.

1.13.3 Sample Size Determination

Out of the approaches for sample size determination (judgmental, standard error, and sampling fraction), we adopted Krejcie and Morgan (cited in Sekeran, 2003) table.

Through systematic sampling technique, every 4th company was chosen in each sub sector (Producing, every 4th company; Servicing, every 4th company; Processing, every 4th company; and Marketing, every 4th Company).

FOUR SUB GROUPS OF THE OIL AND GAS INDUSTRY IN NIGERIA

PRODUCING GROUP	SERVICING GROUP	PROCESSING GROUP	MARKETING GROUP
TOTAL EXPLORATION AND PRODUCTION	WEATHERFORD NIGERIA	INDORAMA PETROCHEMICAL COMPANY	NNPC MARKETING COMPANY
EXON MOBIL	GENERAL ELECTRIC NIGERIA	KADUNA REFINING AND PETROCHEMICAL COMPANY	TOTAL MARKETING NIGERIA
CHEVRON PRODUCING	HALLIBURTON NIGERIA	WARRI REFINING COMPANY	CONOIL MARKETING NIGERIA
SHELL PETROLEUM DEVELOPMENT COMPAY	SCHLUMBERGER NIGERIA LIMITED	PORT-HARCOURT REFINING COMPANY	OVH ENERGY
NIGERIA AGIP OIL COMPANY	WELTEC NIGERIA	NOTORE CHEMICAL INDUSTRY	MOBIL MARKETING

Source: Desktop Study, 2021

Organizations and Sample Size Determination

Organizations	No of Staff	Remarks
Shell PD Sub Group	26	
Schlumberger Sub Group	23	
Port Harcourt Refining Sub Group	25	
OVH Energy Sub Group	22	
PENGASAN	6	
NUPENG	6	
Federal Ministry of Labour	5	
Total	113	

Source: Desk Research, 2021

The nominal roll (staff disposition list) of each of the selected companies in the producing, servicing, marketing and processing companies, obtained from their Human Resource Departments were accessed. Twenty-six was picked from Shell; 23 from Schlumberger; 25 from Port-Harcourt Refinery; 22 from OVH Energy; 6 each from Petroleum and Natural Gas Senior Staff Association and Nigeria Union of Natural Gas; and 5 from the Federal Ministry of Labour. This therefore made up the 113 employees, which constituted our study population. To determine our sample size, we adopted the Krejcie and Morgan (1970, in Sekaran, 2003) sample size selection technique.

1.14 Questionnaire Administration and Retrieval

It is noted that our study population sample size is one hundred and thirteen (113), and accordingly, a total number of 113 copies of our research questionnaire were administered to the relevant strata of staff in the selected study organizations. 106 copies of the questionnaire were retrieved which represent 93.8%. It is to be noted that the retrieved copies of the questionnaire were subjected to sorting and cleaning process, where 13 copies were rejected due to fundamental errors arising from wrong filling. On the whole, 93(87.7%) copies were found fit for usage in the analysis.

Questionnaire Administration, Usage and Response Rate

Organizations	No of Copies of Questionnaire Distributed	No. Retrieved	Usable Copies	% of Usable Copies
Shell PD Sub Group	26	25	24	96.0
Schlumberger Sub Group	23	22	20	90.0
Port Harcourt Refining Sub Group	25	23	19	82.0
OVH Energy Sub Group	22	20	16	80.0
PENGASAN*	6	6	5	83.0
NUPENG**	6	6	5	83.0
Federal Ministry of Labour	5	4	4	100
Total	113	106	93	87.7

Source: Desk Research, 2021

- PENGASAN = Petroleum and Natural Gas Senior Staff Association of Nigeria
- NUPENG = Nigerian Union of Petroleum and Natural Gas

1.15 Validity Test and Reliability Test of the Research Instrument

This section dealt with the characteristics of a good measurement tool and the evaluation of its goodness. Cooper and Schindler (2001) identified three major criteria for evaluating a measurement tool. These are validity, reliability and practicality. For Cooper and Schindler therefore, validity refers to the extent to which a test measures what the researcher actually wishes to measure. Reliability has to do with the accuracy and precision of a measurement procedure. For Cooper and Schindler then, practicality has to do with a wide range of factors of economy, convenience and interpretability.

1.16 Validity Test

With regards to the issue of evaluating our measurement tool for validity, we relied on the works of Nachmias & Nachmias (2009) who asserted that a research tool may be said to be valid when it enables a researcher to obtain the right responses from the sample subjects; otherwise, it is a faulty instrument and may lead to inaccurate findings. Wimmer and Dominick (2014) points out that the determination of validity requires an evaluation of the congruence between the operational definition of a variable and its conceptual or constitutive definition.

1.17 Reliability Test

With regards to the issue of reliability of the measurement instrument, the measurement instrument must show dependability, stability and consistency over time. An unreliable measurement instrument is unstable, unpredictable and therefore may act one way today and another way the next day. Wimmer and Dominick(2014) posits that measurement reliability may contain two components.

Reliability Test Results

S/No	Variables	No. of Items	Cronbach's Results	Alpha
1.	Intra Organization Outsourcing	4	.974	
2.	In-country Outsourcing	3	.973	
3.	Off-shore Outsourcing	4	.971	
4.	Employment Contract	8	.983	
5.	Employment Parties	10	.990	
6.	Employment Regulation	3	.949	
7.	Organizational Size	2	.842	

Source: Desk Research and SPSS Window Output, Version 20.0

Test revealed that results of the Cronbach's Alpha test of reliability, using SPSS software package version 20.0. The results showed coefficient that are higher than 0.70, which is the acceptable standards (Ahiauzu, 2006; Chikwe, 2012). As a result, it therefore indicates that there is a high level of reliability of our research instrument which is an early signal that we have high level of reliability and consequent correlation amongst the study variables.

1.18 DATA PRESENTATION AND ANALYSIS

The researcher adopted the Krejcie and Morgan (1970, in Sekeran, 2003) sample size determination formula to arrive at one hundred and thirteen (113) respondents based on one hundred and fifty-seven (157) study population. Purposive, random and stratified sampling methods were variously used in our sampling methodologies.

Questionnaire Distribution, Usage and Response Rate

Oil and Gas Firms/Labour related Organizations	Unions	Copies of Questionnaire Distributed	No. Retrieved	Usable Copies	%Usable Copies
Shell PD Sub Group		26	25	24	96.0
Schlumberger Sub Group		23	22	20	90.0
Port Harcourt Refining Sub Group		25	23	19	82.0
OVH Energy Sub Group		22	20	16	80.0
PENGASAN		6	6	5	83.0

NUPENG	6	6	5	83.0
Federal Ministry of Labour	5	4	4	100.0
Total	113	106	93	87.7

Source: Desk Research, 2021

The table above illustrates the questionnaire distribution and retrieval process for the study. As a result of certain observed blank or omitted or wrong entries as well as incomplete copies of questionnaire, some of the questionnaire copies were deemed not usable and so were not included in the study. Out of a total of 113 copies of questionnaire distributed, 106 copies were retrieved, however, only 93(87.7%) copies were found useable for analysis and 13 copies were voided. The demographics, univariate, bivariate (inferential), and tertiary analyses centered on results interpretations which led to the findings of the study.

1.19 Data Presentation of Study Demographics

The demographic variables of the present study include; years of company in operation, age of respondents, marital status of respondents, level of education and managerial level in the organization.

Years of Company's Operation

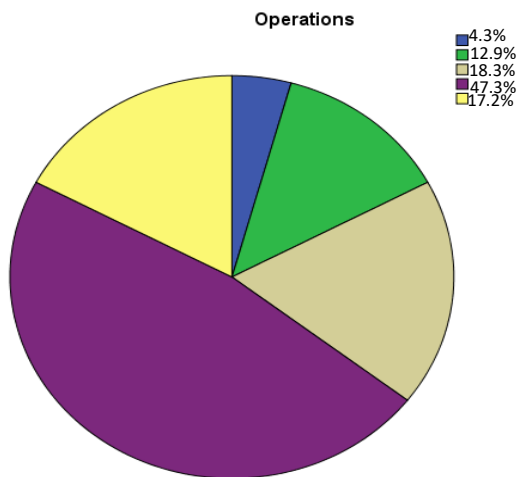
Frequencies and Pie chart on the number of years the studied organizations have been in operation.

Category	Frequency	Percentage (%)	Cumulative (%)
1 – 9 years	4	4.3	4.3
10 – 19 years	12	12.9	17.2
20 – 29 years	17	18.3	35.5
30 – 39 years	44	47.3	82.8
40 and above	16	17.2	100.0
Total	93	100.0	

Source: Desk Research, 2021

As illustrated in table 4.2 above, 4(4.3%) of the respondents remarked that their company had been in operation for between 1-9 years, 12(12.9%) favored 10-19 years, 17(18.3%) favored 20-29 years, 44(47.3%) favored 30-39 years, while 16(17.2%) of the respondents opined that their company has been in operation for over 40 years.

This information is presented in the pie-chart



Pie chart showing years of firms in operations

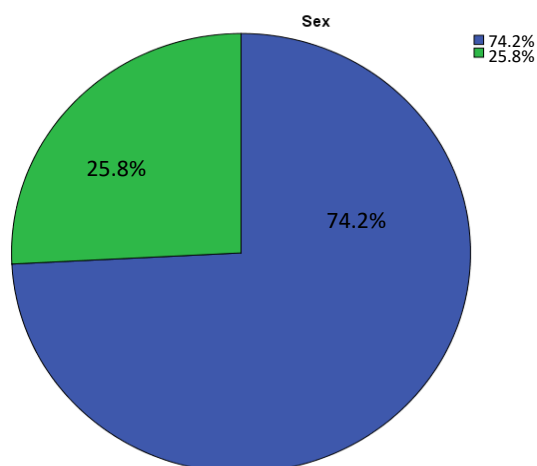
Sex of Respondents

Frequencies and Pie chart on the sex of the respondents

Category	Frequency	Percentage (%)	Cumulative (%)
Male	69	74.2	74.2
Female	24	25.8	100.0
Total	93	100.0	

Source: Desk Research, 2021

The illustration in table 4.3 above reveals that the male respondents in this study accounted for 74.2%. Thus, exceeding the number of their female counterparts who accounted for only 25.8% of the total respondents. This shows that a greater number of men participated and made up the respondents group for this study compared to their female counterparts. This information is presented in the pie-char.



Pie chart showing the sex distribution of respondents

Age of Respondents

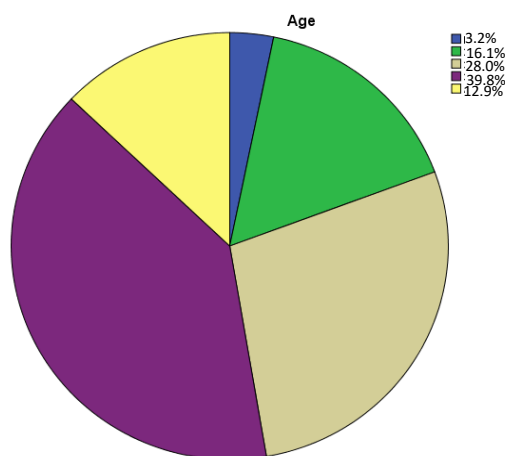
Frequencies and Pie chart on the age of the respondents

Category	Frequency	Percentage (%)	Cumulative (%)
----------	-----------	----------------	----------------

Below 25 years	3	3.2	3.2
25 – 30 years	15	16.1	19.3
31 – 35 years	26	28.0	47.3
36 – 40 years	37	39.8	87.1
Above 40 years	12	12.9	100.0
Total	93	100.0	

Source: Desk Research, 2021

The illustrations in the table above reveals that, 36-40 years age category constituted the age category of most of the respondents accounting for 39.8% of the total respondents; this is followed by the 31-35 years category which accounted for 28.0%, and then the 25-30 years category which accounted for 16.1%, then the above 40 years category which accounted for 12.9% of total respondents. The respondents that constituted the below 25 years category accounted for only 3.2% of total responses. This information is depicted in the pie-chart below.



Pie chart showing the age distribution of respondents

Marital Status

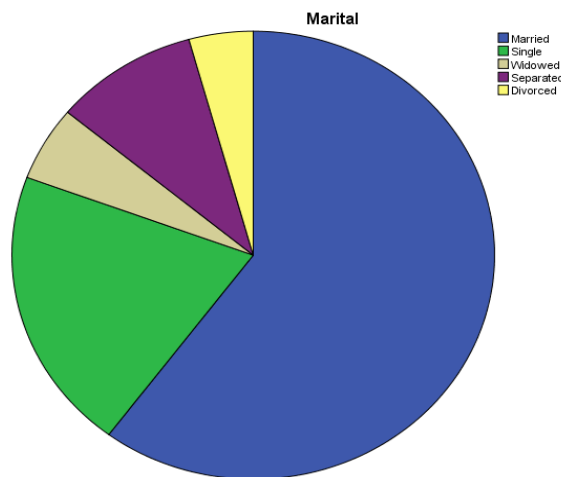
Frequencies and Pie chart on the marital status of the respondents

Category	Frequency	Percentage (%)	Cumulative (%)
Married	56	60.2	60.2
Single	19	20.4	80.6
Widowed	5	5.4	86.0
Separated	9	9.7	95.7
Divorced	4	4.3	100.0
Total	93	100.0	

Source: Desk Research, 2021

The above shows the marital status of the respondents in this study. This information reveals that majority of the respondents were married constituting a total percentage of 60.2%, this is followed by 20.4% of respondents that were single, 5.4% were widowed, while 9.7% were separated. Finally only 4.3% of total respondents in this study were divorced.

This information is presented in the pie-chart below.



Pie chart showing the marital status of respondents

Level of Education

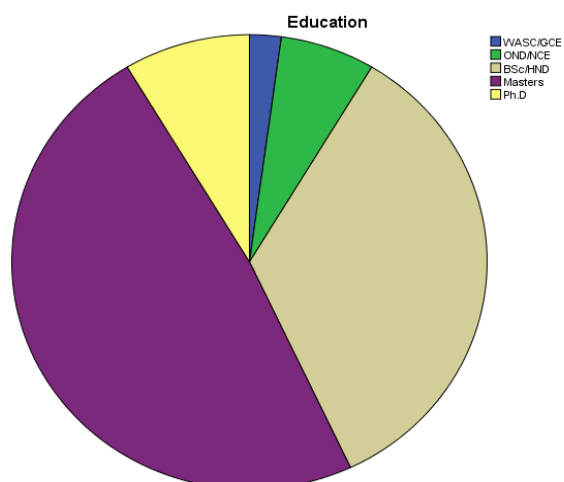
Frequencies and Pie chart on the respondents' level of Education

Category	Frequency	Percentage (%)	Cumulative (%)
WASC/GCE	2	2.2	2.2
OND/NCE	6	6.4	8.6
BSc/HND	32	34.4	43.0
Masters	45	48.4	91.4
Ph.D	8	8.6	100.0
Total	93	100.0	

Source: Desk Research, 2021

Table above shows the level of education of the respondents. Information on the table reveals that most of the respondents had (i.e 48.4%) had obtained a Master's degree. This was closely followed by 34.4% of respondents who had obtained a BSc/HND degree, then 8.6% of respondents had Ph.D degrees and 6.4% has OND/NCE certificates, while only 2.2% of the total respondents had WASC/GCE certificates.

This information is captured in the pie-chart below.



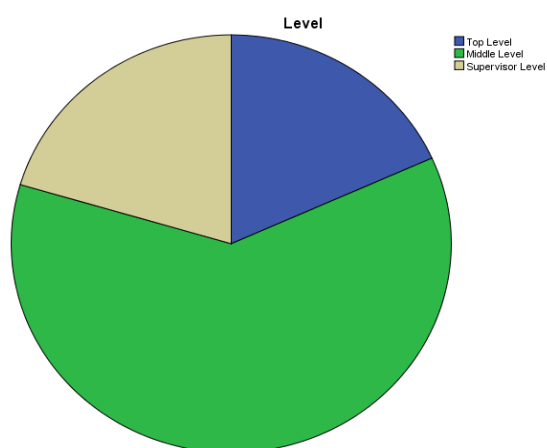
Pie chart showing educational qualification of respondents

Respondents Level in Organization

Category	Frequency	Percentage (%)	Cumulative (%)
Top level manager	17	18.3	18.3
Middle level manager	57	61.3	79.6
Supervisory level manager	19	20.4	100
Total	93	100.0	

Source: Desk Research, 2021

The illustration above show that 61.3% of respondents constituting a majority of total respondents were within the middle level managers, 20.4% of respondents fell within the supervisor level of manager, while 18.3% of the total respondents were in the top level manager category. This information is represented in the pie-cart below.



Pie chart showing the management level of respondents

1.20 Data Analysis

This section is primarily concerned with the analysis of the univariate variables relating to the respondents views on the questions contained in the various sections and items on the research instrument.

The primary analysis entailed the exploration and application of statistics method of analysis on each variable as a means of examining the tendencies of these variables. Thus, univariate analyses were carried out on single

variables, the indicators and measures using frequency tables, mean scores and standard deviation values which were handy in assessing the data distributions of variables.

(i) **Autonomy as Dimension of Job enrichment**

This section provides a descriptive analysis of the stand of respondents concerning the questions asked on employee's autonomy. The table reveals that a range of 25(26.9%) to 51(54.8%) of the respondents indicated very high extent that employee's is one of the means of achieving employee performance in their organizations. This is followed by a range of 27(29%) to 41(44.1%) who indicated to a high extent that employee's autonomy is one of the means through which organizations maintains employee's performance in the study organizations. However, a range of 4(4.3%) to 8(8.6%) and a range of 2(2.2%) to 7(7.5%) indicated low extent and very low extent respectively, while a range of 6(6.5%) to 13(14%) indicated moderate extent with respect to the influence of employee's autonomy on employee's performance of the organizations under study.

Weight of score evaluation of intra-organizational outsourcing response scores

Description	employee's autonomy
Valid N (list wise)	93
Mean	3.3011
Standard deviation	1.05072
Variance	1.104

Source: Desk Research, 2021, and SPSS Window Output, Version 20.0

The above shows the means score evaluation on intra-organizational outsourcing dimension of outsourcing, including the standard deviation and variance. The means for employee's autonomy is 3.30, and the standard deviation is 1.05, with variance of 1.10, this reveals that employee's autonomy enhances employee's performance.

(ii) **Skill Varsity as a Dimension of Outsourcing**

This section reveals the position of respondents concerning the questions asked on skill Varsity. The information on the table reveals that a range of 31 (33.3%) to 48(51.6%) indicated very high extent on the various research instrument items that there are practices of skill varity which impacts on the employee's performance of these organizations. The range of very high extent is followed by a range of 25(26.9%) to 44(47.3%) who indicated high extent that their organizations practice job enrichment. This is followed by a range of 8(8.6%) to 14(15.1%) who indicated moderate extent, and then by the range of 5(5.4%) to 7(7.5%), and range of 2(2.2%) to 5(5.4%) that indicated low extent and very low extent respectively.

(iv) **Organizational support as a Measure of employee's performance**

The information above shows the ranges of respondents' views relating to the questionnaire items relating to organizational support. The information reveals that a range of 22(23.7%) to 50(53.8%), indicated very high extent to the various items in the research instrument. Also, a range of 29(31.2%) to 45(48.4%) showed high extent response, while a range of 6(6.5%) to 17(18.35) favored moderate extent. However, a range of 2(2.2%) to 12(12.9%) and 1(1.1%) to 10(10.8%) indicated low extent and very low extent respectively, to the various items in the instrument. This information is presented in the bar chart below.

Weight of score evaluation on organizational support as a measure of employee's performance

Description	Organizational support
Valid N (List wise)	93
Mean	3.1649

Standard deviation	1.0884
Variance	1.1857

Source: Desk Research, 2021, and SPSS Window Output, Version 20.0

The information above reveals that the mean score evaluation of organizational support as a measure of employee's performance is 3.16, the standard deviation is 1.09, while the variance is 1.19. This shows that organizational performance is an appreciable measure of employee's performance.

(v) Organizational justice as a Measure of organizational performance

The information here reveals the various respondents responses on the test item instruments. Based on the information, a range of 33(35.5%) to 55(59.1%) favored very high extent to the various items in the instrument.. A range of 5(5.4%) to 16(17.2%) favored moderate extent. Also, a range of 2(2.2%) to 9(9.7%) and 1(1.1%) to 7(7.5%) of the respondents indicated low extent and very low extent respectively. This information is buttressed in the bar chart below.

Weight of score evaluation on organizational support as a measure of employee's performance

Description	Organizational performance
Valid N (List wise)	93
Mean	3.0359
Standard deviation	1.1824
Variance	1.4000

Source: Desk Research, 2021, and SPSS Window Output, Version 20.0

Table above reveals the weight of scores of evaluation on employment parties as a measure of employment relations. The information provided shows that the mean score is 3.04, the standard deviation is 1.18, while the variance is 1.40. This information thus reveals that organizational justice is a very strong measure of employee's performance.

1.21 Finding of the Univariate Analysis

Based on the descriptive analysis and responses, frequencies, scale of measurement options as well as the score evaluations outcome, the results of the univariate analysis of this study revealed strong positive correlations between the outsourcing dimensions and the employment relations measures of the oil and gas industry in Nigeria as stated below.

1.22 Job enrichment

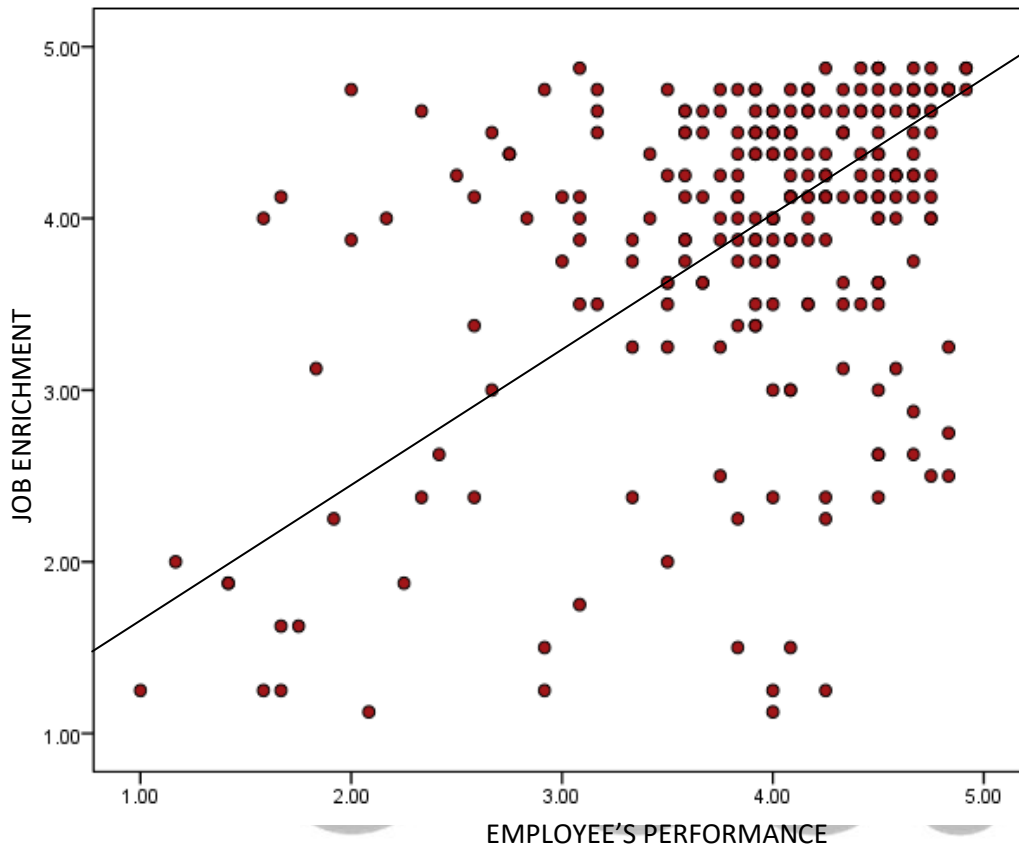
- (i) The outcome of this study revealed that employee's autonomy as a job enrichment strategy of the oil and gas organizations operating in Nigeria can enhance the employee's performance of these firms. Thus, the more the oil organizations make use of employee's autonomy the more effective their performance objective will be achieved. This is evident in the high response scores recorded from the test items evaluation.
- (ii) The employee's Variety as a dimension also revealed a high positive response rate that job enrichment can enhance the performance of employee in the oil and gas firms in Nigeria.

1.23 Employee's performance (EP)

- (i) The outcome of this study revealed that employee's autonomy is a strong measure of performance in the oil and gas industry in Nigeria. This measure highly correlates with the firm's job enrichment strategies in achieving positive employee's performance outcome.

- (ii) The researcher also found out that organizational support measure has a strong correlation and is highly significant in measuring the strength of performance. This as such implies that organizational support is strongly associated with the job enrichment strategy of achieving outcome.

Scatter diagram showing the association between job enrichment employee's performance in oil and gas industry in Nigeria



Source: Data Output, 2021 and SPSS Window Output, Version 20.0

1.23 Statistical Test of Stated Hypotheses and their Interpretations

1.23.1 Hypotheses on employee's autonomy and organizational support Measures

- Ho₁:** There is no significant relationship between employee's autonomy and organizational support.
- Ho₂:** There is no significant relationship between employee's autonomy and organizational justice.
- Ho₃:** There is no significant relationship between employee's skill variety and organizational support.
- Ho₄:** There is no significant relationship between employee's skill variety and organizational justice.

Results of hypotheses test on employee's autonomy and organizational support measures

Correlations

		IOS	CF	CP	CD
IOS	Pearson Correlation	1	.908**	.966**	.920**

	Sig. (2-tailed)		.000	.000	.000
	N	93	93	93	93
	Pearson Correlation	.908**	1	.921**	.938**
CF	Sig. (2-tailed)	.000		.000	.000
	N	93	93	93	93
	Pearson Correlation	.966**	.921**	1	.950**
CP	Sig. (2-tailed)	.000	.000		.000
	N	93	93	93	93
	Pearson Correlation	.920**	.938**	.950**	1
CD	Sig. (2-tailed)	.000	.000	.000	
	N	93	93	93	93

**. Correlation is significant at the 0.01 level (2-tailed). $P < 0.01$

Source: Data Output, 2021 and SPSS Window Output, Version 20.0

Key:

** = Correlation, at 0.01 significant level (2-tailed) i.e. $p < 0.01$

r = Pearson Product Moment Correlation Coefficient

EA = employee's autonomy

OA = organizational support

1.24 Discussion of Test Results

1.24.1 Results on employee's autonomy and Employee's performance

Autonomy and organizational support was tested statistically at a 0.01 significant level and the correlation value of 0.908 and a significant value of 0.000 revealed that a strong positive and significant relationship exist between Autonomy and organizational support.

The relationship between Autonomy and organizational justice was tested statistically at a 0.01 level of significance, the correlation coefficient value of 0.966, and a significant value of 0.000 showed that there is a strong positive and significant relationship between Autonomy and organizational justice.

1.24.2 Results on employee's skill Variety and organizational support

The relationship between employee's skill Variety and organizational support was tested statistically at a 0.01 significant level and the correlation value of 0.898 and significant value 0.000, revealed that a strong positive and significant relationship exist between employee's skill Variety and organizational support.

The relationship between employee's skill Variety and organizational justice was tested statistically at a 0.01 significant level, the correlation value of 0.927 and significant value of 0.000, revealed that there is a strong positive and significant relationship between skill variety and organizational justice

1.25 CONCLUSION, IMPLICATIONS AND RECOMMENDATIONS

(i) Employee's autonomy and organizational support

In the test of relationship between Employee's autonomy and organizational support in Nigeria oil and gas industry, the result from the univariate and bivariate analyses revealed that there is a very strong and positive relationship between Employee's autonomy and organizational support. The researcher therefore, concludes that employee's autonomy have a strong association with organizational support in the oil and gas industry.

(ii) Employee's autonomy and organizational justice

In the test of relationship between Employee's autonomy and organizational justice in Nigeria oil and gas industry, the result from the univariate and bivariate analysis revealed that there is a strong positive and significant relationship between Employee's autonomy and organizational justice. Consequently, the researcher concludes that employee's autonomy is greatly influenced by organizational justice of the oil and gas firms.

1.26 Implications of the Study

The perceived implication of this study is premised on two major perspectives; these are the theoretical implications, and the practical implications. These are presented below. In this present study, the theoretical implication shows that the effectiveness of employee's performance in the oil and gas industry in Nigeria depends to a great extent, on the quality job enrichment practiced by the organizations in the study area.

1.27 Recommendations

In view of our findings in this study as they relate to job enrichment and employee's performance in the oil and gas industry in Nigeria, the following recommendations are thus proffered by the researcher;

- (i) Those organizations operating in the oil and gas industry in Nigeria, whose objectives include improving on the employee's performance in their firms, should endeavor to sustain a standard job enrichment practices which will be instrumental in bringing about positive employee's attitude.
- (ii) There is an urgent need for firms in the oil and gas industry in Nigeria to effectively standardize their employee's autonomy practice to ensure that the desired employee's performance is achieved.
- (iii) Employees with skill variety should be regularly sort for in the oil and gas industry to to enable employees switch from position to another to improve performance.

REFERENCES

- Ahiauazu, A.I. (2006). The social research process (An unpublished seminar paper on: Advanced Social Research Methods), XIMRAT, Port Harcourt, 13-15.
- Aquino, K, Tripp, T. M., & Bies, R. J. (2006). Power, procedural justice, and types of offense as predictors of revenge, forgiveness in organizations. *Journal of Applied Psychology*, 91: 653.
- Okimoto, T. G., Wenzel, M. and Feather, N.T. (2009). Beyond retribution: Conceptualizing restorative justice and exploring its determinants. *Social Justice Research*, 22, 156-180.
- Bales, R.A., Jason N. & Plowman, W. (2008). "Compulsory Arbitration as Part of a Broader Employment Dispute Resolution Process: The Anheuser-Busch Example", 26 *Hofstra Lab. & Emp. Law. J.* 1.

- Baridam, D.M. (1993). *Research methods in Administrative Sciences*, Port Harcourt: Belk publishers.
- Blake, R. & Mouton, J. (1964). in The Leadership Grid® figure from Leadership Dilemmas – Grid by Robert R. Blake and Anne Adams McCanse (formerly the Managerial Grid by Robert R. Blake and Jane S Solutions. Mouton). Houston: Gulf Publishing Company, Copyright 1991 by Grid International, Inc.
- Collins, D.C. and Raubolt, R.R. (1975). A study of employee resistance to job enrichment. *Personnel Journal* (pre-1986), April 1975, Vol.54 (4), pp.232-248.
- Chikwe, J.E. (2012). Corporate social responsibility and organizational effectiveness of oil companies in Nigeria. An unpublished Ph.D dissertation, Department of Management, Rivers State University of Science and Technology, Port Harcourt, Nigeria.
- Cooper, D. R., & Schindler, P.S. (2001). *Business Research methods*. (7ed.), Boston: McGraw Hill, Irwin.
- Eisenberg, T., & Hill, E. (2003). "Arbitration and Litigation of Employment Claims: An Empirical Comparison." 58(4) *Dispute Resolution Journal*, 44.
- Espino-Rodriguez, T. F., & Padron-Robaina, V. (2005). 'A resource- based view of outsourcing and its implications for organizational performance in the hotel sector', *Tourism Management*, 26, 707-721
- Eisenberger, R., Fasolo, P., & Davis-LaMastro, V. (1990), "Perceived Organisational Support and Employee Diligence, Commitment, and Innovation," *Journal of Applied Psychology*, Vol.75, pp.51-59
- Folger, R.G, & Cropanzano, R. (1998), *Organisational Justice and Human Resource Management*, Sage, Beverly Hills, CA
- Hackman, J. R., Oldham, G., Janson, R., & Purdy, K. (1975). A New Strategy for Job Enrichment. *California Management Review*, 17(4), 57-71.
- King-Taylor, L. (1977). Job enrichment and motivation. *Education + Training*, Vol.19 (10), pp.295-300
- Nachmias, C. F. and Nachmias, D. (2009). *Research Methods in the Social Sciences*, 5th Ed, Hodder Educational London.
- Obibhunun, I. (2019). Employee's deviant behaviour and organizational performance in oil servicing companies in port harcourt, a Doctorial research work. Port Harcourt. FMS, RSU.
- Saleem, S., Shaheen, W.A. and Saleem, R. (2012). The impact of job enrichment and job enlargement on employee satisfaction keeping employee performance as intervening variable: A correlation study from Pakistan. *Kuwait Chapter of Arabian Journal of Business and Management Review*, Vol.1(9), pp.145-165
- Uvieghara, E.E. (2001). Labor Law *In International Encyclopaedia for Labor Law and Industrial Relations*, Kluwer Law and Taxation Publishers, Dev. The Netherlands - Blanpain, R. (Ed).
- Werther, W.B. (1975). Beyond job enrichment to employment enrichment. *Personal Journal* (pre-1986), Vol.54 (8), pp.438-442
- Wimmer, R.D. & Dominick, J.R. (2014). *Mass Media Research: An Introduction*. 10th Edition, Boston: Wadsworth Cengage Learning
- Yang, D.H., Seongcheol K., Changi, N., Ja-Won, M. (2007). "Developing a decision model for business process outsourcing", *Computers & Operations Research*, 34, 3769 – 3778
- Zeb-Obipi, I. (1998). Research methods, Monograph on a Research methods course, Port Harcourt; FMS, RUST.

Zebulun, I. (1997). Analytic Constructs of Organizational Action: implications for Research methodology, a Doctorial seminar paper. Port Harcourt. FMS, RUST.

Zikmund, W.G. (2004). *Business research method*. Fort Worth: Dryden Press.

