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Job Enrichment and Employee Commitment in the Telecommunication Firms in Port Harcourt, Rivers State, Nigeria

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ABSTRACT
This article examined job enrichment and employee commitment in four (4) selected telecommunication firms in Port Harcourt. The hypotheses were stated in the null form. The study adopted Cross- sectional Survey Method, while the Theoretical Frame work was drawn from the Job Characteristic Theory. The Primary data were collected using Self-administered Questionnaire. A total of 306 employees gotten from the four (4) Telecommunication Firms formed or constituted the study population. The sample size of 173 was generated using Taro Yamene Formula. The sample subjects were obtained using the Simple Random Sampling Technique. Spearman's Rank Order Correlation Coefficient was used with the help of Statistical Package for Social Science (21.0) to analyse the hypothetical statements. The research findings revealed positive and significant relationships between Job enrichment and all the measures of employee commitment. As result, it was commended that employers should reiterate on Job enrichment practices that allow for more Job enriching processes that will expose them to greater opportunities. This will help curb employee turnover, absenteeism, boredom, and the likes, bedevilling Telecommunication firms in the State and the Country at large.
Keywords: Job Enrichment, Employee Commitment, Affective Commitment, Continuance Commitment and Normative Commitment.

INTRODUCTION
Employee Commitment to an organization shows that the employee is satisfied with the employer with regards to his/her expectations. When organizations meet or exceed the expectations of an employee, he is spurred to be committed to the organization. This means that commitment is a show of the organization providing an enabling environment for the

employee to maximize their full potential; this helps the organization to derive value for its investment on the workers (Chambers, 1998). He further opines that when the level of commitment of employees are enhanced/ improved, it goes a long way to providing an intrinsic kind of motivation on employees to enhance the feeling of Self-worth and the employees feel valued and develop a psychological attachment to the organization.
As a matter of fact, the psychological attachment by employees' improves the commitment of employees and helps the organization to create a Competitive advantage, Higher Productivity and low Employee turnover (Roger and Peccond, 2005).

Employee commitment creates the assurance that employees share the same Vision with the management of the organization and is significantly related with satisfaction and increased output (Dockel, 2003). Job enrichment is essentially the procedure that assign higher responsibility to employees. According to Robins and Jadge, (2000) it is a process of developing jobs vertically and increasing tasks in a job. Job enrichment creates an opportunity for workers to have greater control over their work. Saavedra and Kwum, (2000) opine that where jobs are enriched, employee satisfaction tend to be more resulting in the decline of labour turn over and absenteeism. Derek and Laura (2000) also believe that job enrichment in organizational development has helped in eliminating demotivating factors by ensuring that employees have the privilege to make decisions among other things in the work place.

Chaudhry *et al.*, (2015) viewed job enrichment as a procedure whereby management of organization increases the responsibilities (accountabilities) which most often are assigned by the superior to the subordinates. According to Saleem *et al.*, (2012) job enrichment upsurges self-actualization, self-discipline and self-esteem of the workers which leads to increased commitment and job performance. Job enrichment boost the inspiration level and employees' performance on work and it causes an increase in the propensity of employees to achieve their goals (Dost and Khan, 2012).

Job enrichment describes efforts to make jobs more interesting for the workers by developing job centers that will increase job skills and potentials for employees to grow through training. Job enrichment is the combination of several work functions, of activities from a vertical slice of an organizational unit into one job position, to give employee more autonomy and responsibility. It is the vertical loading or increase in the organization. The idea is to develop

a stronger sense of responsibility, thereby making work more challenging and increasing workers' motivation and productivity.

Conceptual Framework

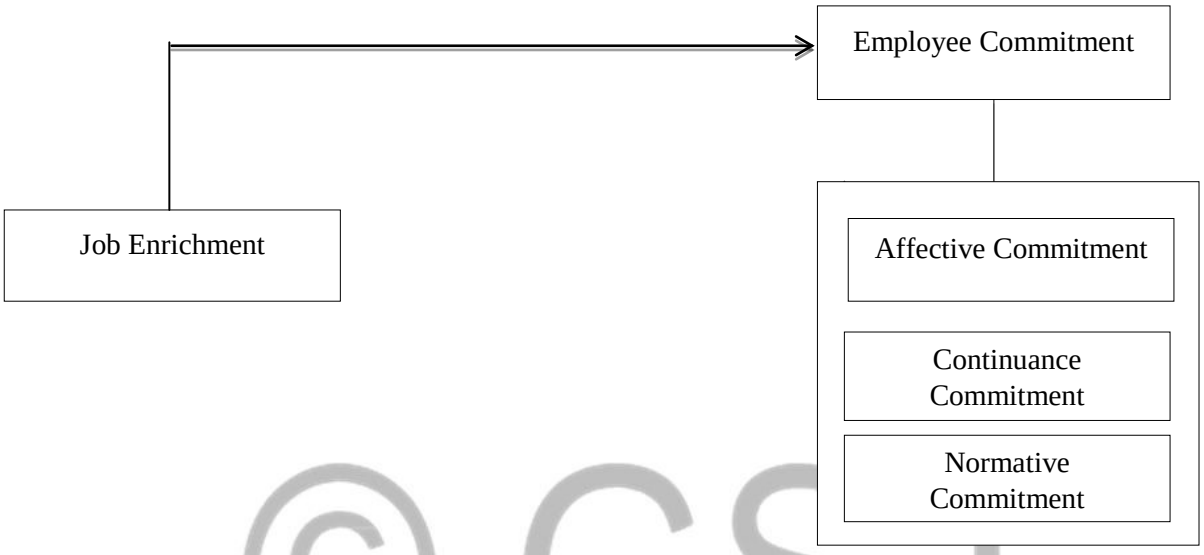

Figure 1. Conceptual Framework of Job Enrichment and Employee Control

Source: Researchers Desk 2019.

LITERATURE REVIEW

Employee Commitment

According to Robinson (2012), what is now obvious is that, so long as organization has been able to recruit the right sort of people and is able to create a fitting working environment, workers' commitment will mostly be influenced by the relationships that exist between colleagues and their direct manager as well with the most senior managers. Scholars have demonstrated in literature that there are a lot of benefits that are linked with the increasing level of employee commitment in the organization. We will list a few of them to include; increased level of job satisfaction increased output increase in returns to shareholders, high rise in sales, decline in employee turnover and decline in the rate of absenteeism (Walker, 2000). Robinson (2002), stated that employee commitment should be viewed by managers of organization as a necessity.

However, Meyer and Allen (2000), views workers' commitment as multi-facet in nature including workers' loyalty, willingness to put in more effort to work for the organization, adherence to organizational values and personal interest to stay longer in the organization. Workers' commitment in recent time has become vital and contentious issues in human resources management and is usually related with work values, motivation and involvement of workers. Meyer and Allen (1991) have developed the most recognized and widely accepted theories of workers' commitment. They posited that workers' commitment has three dimensional mechanisms such as affective, continuance and normative commitment. Scholars demonstrated in literature that there are lot of benefits that are linked with the increasing level of employee commitment in an organization. They are: Increased level of job satisfaction (Vandebar and Lance, 1992), Increased output (Mathieu and Zajae, 1990), Increased returns to shareholders (Walker, 2000), Decline in employee turnover (Cohen, 1991) and decline in the rate of absenteeism (Cohen, 1993).

The influence of workers' commitment with regards to increased labour turnover and workers' performance cannot be overemphasized; this is because it has commonly become a well-known challenge facing most managers of organizations today. This problem within the context of the Nigerian work environment most importantly, the Telecom sector which is the focus of this study, happens due to lack of stability, poor remuneration and high level of job insecurity for workers who are the most essential asset of every organization.

Displeasure among workers usually arises due to the inconsistencies and alterations in job policies. Most often, employees are not carried along when such important policies are altered, this actions lead to the violations of employees right. When this happens, disappointment and frustration arises and may negatively affect employees' level of commitment and productivity (Lee and Chen, 2013). But when employees are made to become an integral part of decision making process on issues concerning their work environment, they will likely establish good attitudes, satisfaction and enhanced productivity. Employee commitment from this view is very important because of increased level of commitment brings about some favourable outcomes for the organization's goals. Dordevic (2004) posits that commitment of employees have become very vital because it could be easily used to evaluate employee's contributions, output, absenteeism and overall conduct in the workplace. Bhatti and Nawab, (2011) opined that job satisfaction has a significant influence in increasing workers' commitment and productivity. This goes to say that if

workers are satisfied with the job they do, the work environment, and the rewards they receive for performing tasks in the organization, it boosts their moral and increases their level of satisfaction, which leads to commitment by workers.

Allen and Meyer (1997), pointed out that committed workers apparently are those that stay longer with the organization even in times of uncertainties. The committed worker makes up the number of staff that builds a more secure and stable workforce that are always instrumental in helping the organization to achieve competitive advantage. Therefore, it is noteworthy that workers' commitment is very vital to sustain increased productivity. Barber *et al.*,(1999), postulate that managers play a key role in evolving commitment in every organization.

Poor management creates a lot of displeasure among subordinates as a result they will lack loyalty and will not like to exert more energy to carry out assigned tasks, a good working relationship between line managers in most cases are what enhance the maintenance of good behaviour among employees. This view also aligns with the position of (Green *et al.*,1996; Nystrom, 1990) that employees who developed relationships with their line managers always develop high level of commitment. Researchers interested in the study of commitment have been able to develop three major approaches to the study of commitment, they are; attitudinal, behavioural and motivational perspective (Allen and Meyer, 1991).

Allen and Meyer, (1990); Lee and Chen, (2013),reported that organizations that exhibit the worth they have on their workers' as well as put into practice policies and action plans that reflect an effective retention will gain from workers' commitment, increased productivity and attain operational goals. Meyer *et al*. (2006), described commitment as a force that bonds individuals to the goals of organization. Dixit and Bhati (2012), had argued that no organization can be successful except if its employees are devoted to the actualization of its goals. However, Osibanjo *et al.,* (2012), advanced that the extent to which employees are fulfilled in carrying out their various tasks may vary as a result of job environment, work schedules and reward systems. This may lead to various level of satisfaction and commitment, where commitment is shaky, it leads to low productive and lack of motivation, whereas, if commitment is high then productivity and motivation levels are always high(Meyer and Allen, 2000). In Lieu of this, it could easily be acceptable to note that commitment is highly as a result of job satisfaction level, which implies that individuals are spurred to deliver value when they are satisfied with what they do.

Meyer and Allen, (1991) and Rowden (2000), described commitment as believing and accepting the objectives and values inherent in an organization and having the desires to continue to be a part of the organization. Robinson and Coulter (2003), argued that committed employees show strong desire to continue contributing to the growth and success of the organization, thereby developing a diminished propensity for loyalty.

Affective commitment

Several scholars have carried out studies on affective commitment. Affective commitment has received the most research attention compared to other two types of commitment (Mathieu and Zajac, 1990; Meyer *et al*., 2002).Employees with affective commitment prolong their service with organization because they desire to stay(Beck and Wilson, 2000; Meyer and Herscovith 2001; Porter and Mowday *et al.*,1979).This is to say that, a worker who is affectively committed or psychologically friendly to the organization is due to trust in the aspiration and standards of the organization; works hard for the organization and plan to continue with the organization (Meyer and Allen (1996); Mowday *et al*., (1982).According to Bergman, (2006); Wasti (2002), affective commitment develops mainly from positive work experiences, such as job satisfaction and organizational fairness, and is accompanied with desirable outcomes from employees.

According to Zeb-Obipi and Agada (2017), affective commitment reveals how much an employee 'wants' to keep on working in the organization. The scholars went further to highlight that, employees with affective commitment continue their work with an organization because they desire to do so and not to reciprocate favor or enjoy some benefits and opportunity costs. This is to say that affective commitment has to do with the extent of affiliation an individual had developed with an organization that is not influenced due to material gains such as rewards.

Continuance Commitment

When workers are recruited by an organization, they are bound to maintain a link with the organization or committed to remain with the organization because of lack of alternative opportunity or awareness of the costs associated with leaving the organization. The cost associated with leaving includes attractive benefits, the threat of wasting the time, effort spends acquiring and disruption of personal relationship. This was more aptly defined by Allen and Meyer (1990), they projected that continuance commitment grow on the basis of two factors: number of investment individuals make in their current organization and

observed lack of alternatives. This investment can be anything that the individual considers valuable such as pension plans, organization benefits, status, etc. that would be lost by leaving the organization, which makes them stay with their current employers (Allen and Meyer, 1990; Zeb-Obipi and Agada, 2017).

Normative Commitment

According to Agada and Zep-Obipi(2018); Allen and Meyer, (1996), normative commitment is the commitment an individual has towards an organization that makes him/her obligated to remain with the organization as a means of reciprocating the benefits they have enjoyed in the organization. Therefore, normative commitment illustrates a sentiment of being indebted to an organization as a result what the individual has gained from the organization. On the other hand, Zeb-Obipi and Agada 2017, views normative commitment as a consideration of a feeling of duty to continue employment relationships as workers feel they "ought'' continue to stay with the organization**.**

Randall and Cote (1991) also advanced that normative commitment is likely to spring up when employees feel a high sense of obligation to retain their jobs in a firm due to perceived investment such companies have made on them. This is to say, that as organizations make huge investment both monetary and non-monetary towards developing their workforce that such gesture may elicit the desire for the employees to remain in the organization more than they could have stayed. To a large extent this could be the reason why most organizations set aside huge amounts of money as budget yearly geared towards compensation, training and development of staff as a way to boost their well-being(Allen and Meyer, 1996).

Job Enrichment

Job enrichment upsurges self-actualization, self-discipline and self-esteem of the workers which leads to increase in their commitment and job performance (Saleem *et al*., 2012). 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 and Khan, 2012). Kotila (2001) emphasizes that 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. Williams (2009), reported that job enrichment is the elemental process of stimulating the effort of workers by expanding job responsibilities and granting enhanced autonomy over the job procedure and completion. This simply put is a means by which employers tries to increase or add more responsibilities to its workers.

Rentsch and Steel (1998), asserted that the variety of tasks in an enriched job makes an employee to complete a given activity with increased sense of autonomy, individuality and responsibility. On the other hand, Brown (2004) argues that job enrichment doesn't work for every employee. According to Hower (2008), the influence of individual differences indicate that individuals tend to take up more responsibilities, which later translates to skill varieties self-sufficiency, personal growth and satisfaction, while some others resists. It is also very essential to note that job enrichment can only be effective, meaningful and interesting, to employees only when tasks enhance job satisfaction and increased productivity(Armstrong, 2003; Chaudhary, 2016; Monra and Zoghi, 2006).

In his further contribution to the job design techniques discourse. Durai (2010), describes job enrichment as "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 and Aroosiya, 2012; Robbins and Judge, 2011; Williams, 2009).

Armstrong (2010), stated that feedback should 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 Derek and Laura (2000);Ongori, (2007) and Sushil, (2014), are of the view that 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; control of tasks so as to upheld healthier performance in the work place. Job enrichment leads employees to enjoy delightful moments and motivation as they employ their expertise effectively in the workplace (Davoudi, 2013; Durai, 2010; Wood and Wall 2007). Mohr and Zoghi, (2006); Williams (2009), stated that job enrichment is the process of stimulating the input of workers by enlarging job accountabilities and enhancing the autonomy over the task processes and completion.

Ultimately, job enrichment involves giving employee's greater autonomy and control thus impelling workers affective and motivational systems by predominantly offering multiple conduits to job goals (Griffin *et al.*,2001; Leach and Wall, 2004; Levering and Moskowitz, 2007; Uduji, 2013).

Relationship between Job Enrichment and Employee Commitment

It has been observed that Job enrichment and Employee commitment is an underlying measure of how healthy an organization is. A continuous attitude survey to determine the employees' level of commitment is very vital in examining the would-be risks of losing valuable employees. However, employees' commitment stirs up a well-built sense of purpose, when an employee shows commitment to an organization. It shows that such employee is not looking out for any relationship with another employer

In addition, organizations that have job enrichment policy will have low absenteeism rate, increased productivity and of course employees' commitment, enhances employees' performance and decreased turnover. Hence, loyalty of workers depends on the extent their need and expectations are met.

From the foregoing discussion, the following relationships were hypothesized:

H_{o1}: There is no significant relationship between Job enrichment and affective commitment of telecommunication firms in Port Harcourt.

H_{o2}: There is no significant relationship between job enrichment and continuance commitment of telecommunication firms in Port Harcourt.

H_{o3}: There is no significant relationship between job enrichment and normative commitment of telecommunication firms in Port Harcourt.

METHODOLOGY

The study adopted the Cross-sectional survey approach which allows a one-time collection from the field. The Primary data were collected using Self-administered Questionnaires. A total of Three Hundred and six (306) employees drawn from the four (4) Telecommunication firms in Port Harcourt formed the study population. The Sample size of 173 was generated using the Taro Yamene (1973) Formula, while the individual firms sample size for the distribution of copies of questionnaires were generated using Bowley's (1964) Proportional Allocation Technique.

The sample subjects were obtained using the Simple Random Sampling Technique. The validity of the research instrument was scrutinized and approved by the supervisors, while the reliability was determined using the Cronbach Alpha Coefficient of 0.70. Descriptive statistics which were in form of tables, graphs, percentages and charts were used to analyse

the data. The survey adopted 5-Point Likert scale to design the questionnaires. Spearman's Rank Order Correlation Coefficient was done with the aid of Statistical Package for Social Service (21.0) to analyse the hypothetical statements in order to determine the nature and strength of the relationship.

DATA ANALYSIS AND RESULTS

Relationship between Job Enrichment and Employee commitment

Table 1 Correlations for Job Enrichment and Employee commitment

			Job Enrichment	Affective Commitment	Continuance Commitment	Normative Commitment
Spearman's rho	Job Enrichment	Correlation Coefficient	1.000	.833**	.438**	.551**
		Sig. (2-tailed)	.	.000	.003	.000
		N	157	157	157	157
	Affective Commitment	Correlation Coefficient	.833**	1.000	.276**	.377**
		Sig. (2-tailed)	.000	.	.000	.000
		N	157	157	157	157
	Continuance Commitment	Correlation Coefficient	.438**	.276**	1.000	.188*
		Sig. (2-tailed)	.003	.000	.	.018
		N	157	157	157	157
	Normative Commitment	Correlation Coefficient	.551**	.377**	.188*	1.000
		Sig. (2-tailed)	.000	.000	.018	.
		N	157	157	157	157

**. Correlation is significant at the 0.01 level (2-tailed).
*. Correlation is significant at the 0.05 level (2-tailed).
Source: Research Data 2019 and SPSS output version 23.0

Table 1: illustrates the test for the two previously postulated bivariate hypothetical statements. The results show that for:

H_{o1}: There is no significant relationship between job enrichment and affective commitment of telecommunication firms in Rivers State.

The correlation coefficient (r) shows that there is a significant and positive relationship between job enrichment and affective commitment. The *rho* value 0.833 indicates this relationship and it is significant at p 0.000<0.05. The correlation coefficient represents a high correlation indicating a strong relationship. Therefore, based on empirical findings the null hypothesis earlier stated is hereby rejected and the alternate upheld. Thus, there is a significant relationship between job enrichment and affective commitment of telecommunication firms in Rivers State.

H_{o2}: There is no significant relationship between job enrichment and continuance commitment of telecommunication firms in Rivers State.

The correlation coefficient (r) shows that there is a significant and positive relationship between job design technology and customer referrals. The *rho* value 0.438 indicates this relationship and it is significant at p 0.000<0.05. The correlation coefficient represents a very high correlation indicating a very strong relationship. Therefore, based on empirical findings the null hypothesis earlier stated is hereby rejected and the alternate upheld. Thus, there is a significant relationship job enrichment and continuance commitment of telecommunication firms in Rivers State.

H_{o3}: There is no significant relationship between job enrichment and normative commitment of telecommunication firms in Rivers State.

The correlation coefficient (r) shows that there is a significant and positive relationship between job design technology and customer referrals. The *rho* value 0.551 indicates this relationship and it is significant at p 0.000<0.05. The correlation coefficient represents a very high correlation indicating a very strong relationship. Therefore, based on empirical findings the null hypothesis earlier stated is hereby rejected and the alternate upheld. Thus, there is a significant relationship between job enrichment and normative commitment of telecommunication firms in Rivers State.

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DISCUSSION OF FINDINGS

The first, second and third hypotheses sought to examine the relationship between job enrichment and employee commitment. These hypotheses were tested using the Spearman Rank Order Correlation technique. The study findings reveal that there is positive relationship between job e enrichment and employee commitment of telecommunication companies in Port Harcourt. This finding agrees with previous findings of Behson*et al*., (2000), that job enrichment is essentially the procedure that assigns higher responsibility to employees by assembling, organizing and designing work for the worker who produces the products. This is usually applicable in manufacturing firm. Robins and Judge (2011), described job enrichment as a process of developing jobs vertically and increases different tasks in a job. Simply put, job enrichment creates an opportunity for workers to have greater control over their work. According to Armstrong (2010), feedback has become very important so as to allow workers to assess and examine the level of completion that is the end result of the assigned tasks. Saavedra & Kwun (2000), indicated that where job are enriched, employee satisfaction tend to be more enhanced resulting in the decline of labour turnover and absenteeism. However, Derek & Laura (2000), suggests that job enrichment in organizational development has helped in eliminating de-motivating factor by ensuring that employees have the privilege to make decisions as well as has control over their job roles in order to encourage healthier performance in the workplace.

Beck & Wilson (2000) posit that, the improvement of affective commitment entail identifying the firm's value and abiding with its philosophy and principles. Affective commitment is one's desire to belong to the organization (Bergman, 2006). According to Wasti (2002), affective commitment develops mainly from positive work experiences, such

as job satisfaction and organizational fairness, and is associated with desirable outcomes, such as higher levels of organizational citizenship behaviours, and lower levels of withdrawal behaviours like absenteeism and tardiness. Besides, affective commitment has received the most research attention compared to other two types of commitment (Mathieu &Zajac, 1990; Meyer *et al*., 2002).

CONCLUSION AND RECOMMENDATIONS

This study was carried out to investigate the relationship between job enrichment and employee commitment of telecommunication Firms in Port Harcourt. Findings revealed a significant relationship between job enrichment and employee commitment of the said firms.

The study recommends that telecommunication firms should create/ implement job enrichment policies- assigning greater responsibilities to employees. This will create bonding and motivate the employees to perform optimally towards the actualization of organizational goals as every employee loves to be enriched and appreciated at the work place.

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