

## **Job Enrichment as Determinant of Employee Satisfaction in Nigeria: A Case of Civil Defence Corps**

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### **Abstract**

*A major issue in the majority of public sector organisations and commissions is job unhappiness, which leads to low productivity, a lack of commitment to responding to security issues, and ultimately, the termination of services. In this study, we looked into the connection between job enrichments and Nigerian civil defence corps employee job satisfaction at zonal command headquarters located in the states of Delta and Bayelsa. Two hundred and eighty (280) respondents who worked for the Nigerian civil defence corps were given the questionnaire, which served as the main tool for gathering data. Descriptive and inferential statistics were used to analyse the collected data. The findings of the regression showed that task identity ( $F=22.44$ ;  $Prob.F=0.000<0.05\%$ ) had a substantial impact on employee satisfaction, whereas skills variety ( $F=1.79$ ;  $Prob. F=0.254>0.05\%$ ) had a negligible influence. Given the results, it was suggested, among other things, that the Nigerian civil defence corps implement these job enrichment techniques since they would allow staff members to use a variety of their skills to further the objectives of the commission and, thus, increase their level of satisfaction. This study advances our understanding of the relationship between job enrichments (task identity and skill variety) and employee satisfaction in Nigeria by applying Hackman/Oldham's enriched job characteristics model.*

**Keywords:** Job enrichment; Employee satisfaction; Skill variety; Task identity; Nigerian civil defence corps

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### **1. INTRODUCTION**

The most common problem in the public sector, the Nigerian civil defence corps (NCDC) inclusive is the issue of job unhappiness, which leads to low productivity, a lack of dedication to responding to security issues, and ultimately, service termination. As observed by Akpolo and Odiri (2023), one of the most likely causes of this is that employees do not take joy in their work since they see it as a dead end. According to Crow (2021) job enrichment might be a great strategy for attracting and retaining a strong workforce in order to prevent the loss of valued employees due to job dissatisfaction.

Consequently, most organizations have used fair remuneration policies and human resource (HR) strategies like job stability and promotion to increase employee commitment to their duties. Nevertheless, despite proactive fair remuneration policies and HR practices to motivate and retain employees, most organizations are unable to understand why some employees

remain dissatisfied and uncommitted to their work (Mac-Ozigbo & Cross, 2020). Due to inadequate job enrichment practices, employees were seen to appear jaded, lack autonomy and participation, and have little to no performance feedback from their jobs. This appears to be having an impact on employees' levels of commitment and job satisfaction.

Additionally, findings of academics regarding the impact of work enrichment on employee happiness have consistently been inconsistent (Putri & Setianan, 2019; Ahakwa, Yang, Tackie, Odai & Dartey, 2021). There are little studies to the researcher's knowledge about the relationship between job enrichment and employee happiness, which is even more concerning given that studies on these topics were conducted in non-military parastatals or organisations. This study looked at how job enrichment (task identity and skills variety) serves as determinants of workers' job satisfaction in the Nigerian civil defence corps. In view of the above, the following research hypotheses were formulated:

H<sub>0</sub>1: Skills variety has no significant influence on employee satisfaction in the Nigerian civil defence corps

H<sub>0</sub>2: Task identity has no significant influence on employee satisfaction in the Nigerian civil defence corps

## **2. REVIEW OF RELATED LITERATURE**

### **2.1 Job Enrichment**

Job enrichment has emerged as a key human resource management (HRM) technique for improving employee engagement, job satisfaction, and organisational performance. Ali, Akhtar and Jangraiz (2020) stated that job enrichment happens when employees put in more effort to make their occupations more exciting and meaningful through development and intensification, which increases job difficulties and responsibilities. According to Nzewi, Chiekezie, Ekene, Agu and Ebuka (2017), jobs are enhanced to boost workers' motivation and job satisfaction by adding more tasks and responsibilities and a wider range of skills.

According to Azeez (2020), job enrichment is a valuable HR strategy that gives workers autonomy, meaning, and identity while encouraging their initiative to perform effectively and flourish on the job. According to Mahmood (2019), job enrichment is a work design that incorporates a range of job contents, higher degrees of knowledge and skill, and greater responsibility and autonomy for organising, leading, and controlling work. Employee attitudes and behaviours, including affective engagement to the company, are directly impacted by work enrichment, according to Miheso and Mukanzi (2020).

Ali, Akhtar, and Jangraiz (2020) claimed that job enrichment is a methodical approach HRM uses to leverage work processes and procedures to increase employee happiness. According to Adeyemo (2015), the goal of job enrichment is to help employees develop a sense of self-control and independence. According to Najameddin, Ali and Jamshed (2021) job enrichment gives workers more influence over their work environments by increasing task autonomy, feedback, task identity, and job relevance.

According to Nwankwo and Tantua (2021), job enrichment is a managerial initiative designed to give employees the tools they need to support opportunities for skill development. Drawing

from the perspectives of earlier researchers, we define job enrichment in this study as expanding employees' skill sets, control, and autonomy in their duties. This, in turn, always leads to a decrease in workplace rigidity, a lack of creativity, monotony, and employee discontent. According to Orooj and Gaurav (2020), job enrichment aims to motivate employees by providing them with the chance to apply a variety of skills and abilities when completing a task.

Additionally, job enrichment leads to employee success and satisfaction (Palomo, 2020) and increases self-actualization, control, and respect of the workforce (Akpolo & Odiri, 2023). According to Mia, Thatok and Dwi (2020), a job enrichment plan should be well managed to guarantee that employee participation is a crucial component of operational decisions. More so, employees' performance should be evaluated (performance feedback from the job) in such a way that higher authorities are not too involved (Marta & Supartha, 2018).

## **2.2 Employees' Satisfaction**

Employees and human resource (HR) professionals may understand the concept of employee satisfaction differently. According to Putri and Setianan (2019), an employee's favourable feelings about their job or work experience are what constitute employee satisfaction. Employee satisfaction encompasses more than just positive job sentiments; it also includes the satisfaction an employee has with their co-workers, management, the organization's policies and strategies, and the overall impact their job has on their family and society (Palomo, 2020). As a result, many aspects of an employee's job are involved in their level of pleasure.

There are two (2) main dynamics (intrinsic and extrinsic) that can be linked to employee satisfaction, regardless of whether it is considered individualistic. According to Mac-Ozigbo and Cross (2020), extrinsic values include earning potential, career advancement, and workplace safety, whereas intrinsic values include self-fulfilment (meaningful work, expansion of knowledge, skills, and capabilities). Recent research that looked at both intrinsic and extrinsic factors in relation to employee happiness (Azeez, 2020; Crow, 2021; Mahmood, 2019) discovered that intrinsic factors were a better indicator of employee satisfaction than external factors. Similar to Najameddin, Ali and Jamshed (2021), who reported that extrinsic dynamics predict employee satisfaction, the NAF will examine military employee satisfaction by implementing both intrinsic and extrinsic dynamics in predicting employee satisfaction, including skill varieties, task identity, significance, autonomy, and job feedback.

Existing research indicates that employee longevity may be positively or negatively impacted by employee satisfaction. Accordingly, one of the reasons why workers intend to leave their position is a lack of job satisfaction (Crow, 2021; Akpolo & Odiri, 2023). Studies of people working in homogeneous groups have shown that employees can be more satisfied when they work as a group formed on an equal basis of men and women (Valor-Segura, et al, 2020). However, this perspective differs from what is possible in most public sector organizations, where there are more men than women. More so, the study showed that employees working in a group make the employee more satisfied (Valor-Segura et al, 2020). One of the factors influencing the productivity of mixed group teams, according to studies by Crow (2021), Palomo (2020), Mahmood (2019), is employee unhappiness. These researches, among other things, demonstrated that job titles and work sharing can boost employee satisfaction.

### **2.3 Skills Variety**

Skills variety is one of the first core job enrichment dimensions which entail the number of diverse skills types that are used by the workforce in carrying out assigned tasks. Skill variety according to Affandie, et al (2020) centres on the extent to which a task challenges the workforce to use diverse kinds of skills, capabilities and talents to execute their job roles. AlKahtani, (2021) noted that when a specific skill is used in carrying out tasks repetitively, it may result to stress and jadedness which will in turn influence the morale and productivity of the employees at the workplace.

According to Crow (2021), military personnel can adopt a range of skills in their work to avoid monotony, jadedness, and boredom by switching between job roles. Other studies (Nzewi, et al, 2017; AlKahtani, et al, 2021) added that the use of skill varieties, task autonomy, and significance serve as ways of motivating and retaining employees for higher performance and satisfaction. For instance, when a variety of skills are required to complete a task and the skills seem to be valuable to the organization, employees find their work to be more interesting and meaningful.

Additionally, because of the wide range of abilities required, workers view employment with high skill diversity as more difficult; hence, a reduction in repetitive tasks increases workers' perception of competence and satisfaction (Najameddin et al., 2021). The idea behind skill variation is that it increases employee motivation to work and job happiness by lowering jadedness. According to the Hackman and Oldham model (1975), which was used by Nzewi et al. (2017), skill diversity occurs when a function requires a multitude of tasks to be completed.

### **2.4 Task Identity**

According to Palomo (2020) and Mahmood (2019), task identity is the degree to which a job requires completion of a specific piece of work in its entirety. According to Valor-Segura et al. (2020), task identity is also defined as completing a task from start to finish with a definite result. Therefore, completing a recognisable task is the main goal of task identity. Orooj and Gaurav (2020); and Crow (2021) found that task identity impacts on employees' satisfaction.

For example, AlKahtani, et al (2021) investigated the connection between organisational commitment and work characteristics and discovered that task identity significantly and favourably impacted employees' levels of commitment. The relationship between job enrichment and employee commitment was also studied by Palomo (2020), who discovered that task identity significantly and favourably impacted employees' commitment.

The findings of Palomo (2020) regarding task identity and employee commitment and satisfaction are comparable to those of Azeez and Abimbola (2016), who discovered that task identity had a positive and significant impact on employee performance and satisfaction. Notably, aside the studies of Valor-Segura, et al (2020) in Spain and Crow (2021) in the United States of America, there are no other studies that had assessed whether task identity impacts on employees satisfaction in the Nigerian civil defense corps.

### **2.5 Theoretical Framework**

The Job Characteristics Theory (JCT) is based on job characteristics theory advocated by Hackman and Oldham (1976); the theory shows how certain dynamics affect jobs and motivation. JCT distinguished five (5) major constituents of a job that are beneficial in making jobs more satisfying for a workforce. These include skills variety, task identity, significance, autonomy and feedback. JCT is one of the prime endeavors to configure jobs with expanded motivational properties. The JCT depicts five (5) employment measurements prompting three (3) basic mental states, resulting to increased business related results.

According to Nwankwo and Tantua (2021), these five (5) employment measures interact with the three (3) mental states. Therefore, when employees are able to apply the five employment assessments that prompt the fundamental mental states of the workforce, they are more likely to perceive their work as important, feel accountable for the outcomes of their labour, and gain knowledge of the outcomes. JCT is based on previous research and knowledge from various theories, such as Frederick Herzberg's two-factor theory, expectation theory, and hierarchy of needs theory.

Hackman and Oldham (1976) believed that job enrichment is anchored on job attributes that provide motivation, satisfaction, commitment, involvement and quality of performance. The JCT proposed that job itself should be aligned to possess certain attributes that initiates conditions for improved motivation, satisfaction, commitment, involvement and performance. The JCT offers management with the insight that employee satisfaction can be improved by enriching the employees jobs with high level of key attributes and ensuring that employees with the suitable individual qualities are assigned to those jobs.

### 3. RESEARCH METHODS

This study used quantitative design (survey) in analyzing the relationship between job enrichment and employees satisfaction. The study population comprised employees of the Nigerian civil defence in zonal commands in Delta and Edo States. Two hundred and eighty (280) respondents were sampled using stratified random sampling technique. The major instrument of data collection was questionnaire; the questionnaire contained questions on job enrichment dimensions (skill variety and task identity) and employee satisfaction and was adopted from the Hackman-Oldham model of job diagnostic survey. Cronbach Alpha reliability test was used to determine internal consistency of the instrument (see Table 1):

Table 1: Cronhach Alpha Reliability Results

Variables	Coefficients	Score
Skill Variety	0.73	Reliable
Task Identity	0.84	Reliable
Employee Satisfaction	0.80	Reliable

Source: Author's Compilation, 2024

The following models were specified to determine the relationship between the dimensions of job enrichment (skill variety and task identity) and employee satisfaction:

$$\begin{aligned} \text{Emsatf} &= f(\text{Svary}) && - && \text{eq. 1} \\ \text{Emsatf} &= f(\text{Tasidy}) && - && \text{eq. 2} \\ \text{Emsatf}_i &= \beta_0 + \beta_1 \text{Svary}_i + u_i && - && \text{eq. 3} \\ \text{EmSat}_i &= \beta_0 + \beta_1 \text{Tasidy}_i + u_i && - && \text{eq. 4} \end{aligned}$$

Where: Emsatf = Employee satisfaction; Svary = Skill variety; Tasidy = Task identity;  $U_i$  = Error term; B= Intercept;  $\beta_1$  = Coefficient of the independent variable. Descriptive (mean and standard deviation) and inferential (simple regression) statistical tools were employed. Data employed was analyzed using STATA 16.0 software

#### 4. RESULTS

**Table 2: Mean and Standard Deviation on Skills Variety**

S/N	Items	Mean	Std. Dev
1	I have the opportunity to use variety of skill in my organizatic	3.011	0.088
2	My job does require me to utilize a variety of different skills	3.220	0.552
3	My job gives me a great sense of competence	2.064	1.222
4	My job gives me a skill-oriented	1.779	1.037

Source: Author's Compilation, 2024

Table 2 is the mean and standard deviation on skills variety; the result showed that only two (2) items were above the mean cut-off point of point of 3.00. This suggests that the respondents perceived that diverse skills employed in carrying assigned tasks are insufficient to adequately execute job roles, hence making work very difficult and challenging for them.

**Table 3: Mean and Standard Deviation on Task Identity**

S/N	Items	Mean	Std. Dev
1	I know what is expected of me at work	3.030	1.033
2	My job involves completing a piece of work that has an obvious beginning and an end	3.302	1.003
3	I do my work from the beginning to the end with a visible outcome	3.011	1.044
4	I have a special unit I work for	3.090	1.049

Source: Author's Compilation, 2024

Table 3 is the mean and standard deviation on task identity; the result shoed that all the items on task identity scored above the mean cut-off point of 3.00. This indicates that respondents perceived that task identity has enabled them had increased job demands completion.

**Table 4: Simple Regression Result for Skill Variety and Employee Satisfaction**

Estimator	Predictors	t-value
R-Squared	0.230	Svary = 1.07
Adjusted R-Squared	0.210	Prob. = 0.259
F-Ratio	1.79	
Probability. F	0.254	

Source: Author's Compilation, 2024

Table 4 is the regression result for skill variety and employee satisfaction. R-squared value is 0.230, indicating that the independent variable explained employee satisfaction by 21%. The f-ratio (F-ratio = 1.79; Prob. F = 0.254 > 0.05) indicates that skill variety insignificantly influence employee satisfaction. The t-value ( $t = 1.07$ ;  $P>/t/ = 0.259 > 0.05$ ) revealed that there

is positive insignificant relationship between skill variety and employee satisfaction. Hence the null hypothesis was accepted while the alternative hypothesis was rejected.

**Table 5: Simple Regression Result for Task Identity and Employee Satisfaction**

Estimator	Predictors	t-value
R-Squared	0.785	Tasidy = 5.22
Adjusted R-Squared	0.780	Prob. = 0.000
F-Ratio	22.44	
Probability. F	0.000	

Source: Author's Compilation, 2024

Table 5 is the regression result for task identify and employee satisfaction. R-squared value is 0.785, indicating that the independent variable explained employee satisfaction by 79%. The f-ratio (F-ratio = 22.44; Prob. F = 0.000 < 0.05) indicates that task identify significantly influence employee satisfaction. The t-value (t = 5.22; P>/t/ = 0.000> 0.05) revealed that there is positive significant relationship between task identify and employee satisfaction. Hence the null hypothesis was rejected while the alternative hypothesis was accepted.

## 5. CONCLUSION AND RECOMMENDATIONS

A notable concern in most public sector organisations is job unhappiness, which results to low productivity, a lack of commitment to responding to security issues, and ultimately, the termination of services. In this study, we investigated the link between job enrichments and Nigerian civil defence corps employee job satisfaction. Descriptive and inferential statistics were used to analyse the collected data. The findings of the regression showed that task identity had a substantial impact on employee satisfaction, whereas skills variety had a negligible influence.

Given the results, it was suggested, among other things, that the Nigerian civil defence corps implement these job enrichment techniques since they would allow staff members to use a variety of their skills to further the objectives of the commission and, thus, increase their level of satisfaction. This study advances our understanding of the relationship between job enrichments (task identity and skill variety) and employee satisfaction in Nigeria by applying Hackman/Oldham's enriched job characteristics model.

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