



JOB ENRICHMENT AND EMPLOYEE SATISFACTION IN FAST FOOD RESTAURANTS IN PORT HARCOURT, RIVERS STATE

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ABSTRACT	KEYWORDS
<p>The study investigated job enrichment and employee satisfaction in fast food restaurants in Port Harcourt, Rivers State. A total number of 152 employees were carefully chosen from eight selected fast food restaurants in Port Harcourt, Rivers State. Three measures of job enrichment were tested to guide the study. Descriptive survey design was applied with the aid of random sampling method. The sample size for this study was 110 employees discovered through Taro Yamane's formula. Copies of questionnaire were circulated to the respondents for the purpose of collecting data. Primary and secondary data were adopted for the study. Research instrument used for data collection for this study, was a questionnaire which was designed to accommodate five-point likert scale stated as: strongly agree 5(SA), agree 4(A), neutral 3(N), disagree 2(D), strongly disagree 1(SD). Data collected were analyzed using descriptive statistics and spearman rank correlation statistics. The findings revealed that there was positive significant relationship between task significance and employee satisfaction in fast food restaurants in Port Harcourt, Rivers State. The researcher concluded that all the measures of job enrichment such as task significance, skill variety, and autonomy have positive significant relationship on the employee satisfaction. The researcher also recommends that fast food restaurants should increase task significance among the workforce that could stimulate employee satisfaction and organizational performance.</p>	<p>Job enrichment, skill variety, autonomy, employee satisfaction.</p>

INTRODUCTION

Employees are one of the main assets of an organization. The success or failure of the organization is subject to the satisfaction or dissatisfaction of the employees. Low job satisfaction causes deteriorating job performance in most organizations that constitute work slows down, absenteeism, turnover, and reduced level of workers tenure. High job satisfaction is connected with positive outcomes and effective behavioural management. Employee satisfaction is the organization's ability to fulfill the physical, emotional, and physiological needs of its employee (Malatji, 2007). Employee satisfaction is a collection of positive feelings or an emotional state that a person perceives based on a variety of aspects of the work itself or work environment (Robbins, 2001). Similarly, employee satisfaction occurs when there is a supportive human climate in an organization. Kinicki and Kreitner (2008)

disclosed that job satisfaction is associated with life satisfaction, which means that individuals who are satisfied with life could be satisfied with the job as well as people who are satisfied with their job, may be satisfied with their life. Satisfied employees appear to be more productive, stay with the organization longer, while dissatisfied workers may be less productive and have reasons to quit the job (Sageer et al., 2012). Furthermore, when employees in fast food restaurants are satisfied, they are capable of providing higher level of external service quality and the required service experience to the customer, which in turn leads to customer satisfaction. Armstrong (2001) contended that employee satisfaction is connected to positive employee behaviour such as having a good customer orientation. Nwankwo and Tantua (2021) claimed that employees may perceive job dissatisfaction when they realize that their job lacks adequate recognition, respect, autonomy, significance and over-controlled authority structure. Azeez (2020) sees job enrichment as a means of inspiring the staff by providing them with the opportunity to use a wide-range of their abilities and skill varieties in the workplace. Palomo (2020) insisted that job enrichment is the process of increasing work structures that offer personal growth, autonomy, satisfaction, and flexibility in the workplace. Crow (2021) contended that job enrichment is a way to motivate employees by giving them the opportunities to use their skills and have initiatives. The aim of which is to reverse the negative impacts of dehumanizing the work, repetitive tasks requiring skill variety, task significance, identity, and autonomy, which leads to lack of flexibility and employees' dissatisfaction (Mac-Ozigbo & Cross, 2021). Job enrichment represents a human resource strategy that makes the job more interesting, meaningful, and responsible. Job enrichment is the trademark of well managed organization that influences satisfaction, work performance, and motivation. Accordingly, Affandie et al. (2020) noted that jobs are enriched so as to motivate the workforce by adding to their tasks, responsibilities with a greater necessity for skill varieties in their jobs or roles. Job enrichment is driven by job characteristics, such as skill variety, task identity, task significance, autonomy, and job feedback (Fried & Ferri, 1987). Remarkably, job characteristics have impact on employee satisfaction. Indeed, Hackman and Oldham (1980) narrated that positive work structure contains five job characteristics (skill variety, task identity, task significance, autonomy, feedback), which encouraged higher intrinsic psychological factors (meaningfulness, responsibility, knowledge of results) and thus improve motivation and work performance. This implies that an employee with the knowledge of result of his work, has a sense of responsibility, an understanding of the meaningfulness of his work, that may eventually have greater satisfaction on the job. Aninkan (2014) stipulated that when organizations design job effectively it may boost job performance and availability of job enrichment increases workers productivity.

Literature Review

Job Enrichment

Job enrichment entails the systematic method of joining works processes and procedures for stimulating employees' performance and satisfaction (Robbins & Judge, 2011). Job enrichment is an approach to job design that motivates employees by giving them the opportunity to use their abilities (Pillai et al., 2012). Correspondingly, Raza and Nawaz (2011) stated that job enrichment is a human resource management tool that involves a variety of job contents, controlling work, directing, autonomy for planning, greater responsibility, and higher levels of knowledge and expertise. Job enrichment is the vertical expansion of task that increases the volume of employee control or responsibility for improving productivity and satisfaction. Job enrichment arises when the

organizations add more tasks on the workforce with the aim of making their jobs more exciting, meaningful, and increasing job responsibilities or challenges. Nzewi et al. (2017) held that jobs are enriched to increase skill varieties, employees' satisfaction, and motivation by adding to their tasks or responsibilities. Apparently, an enriched job necessitates freedom to exercise the knowledge, complete unit of works, varieties of tasks, meaningful tasks, and feedback. However, job enrichment differs from job enlargement when the latter merely increases the number of tasks without considering employee perspectives. The former increases contentment, the self-control, self-actualization, and self-esteem of the employee.

Job enrichment is useful in providing task autonomy, job excellence, significance, identity, and in promoting employees' initiative towards quality performance (Mahmood, 2019). Job enrichment is a fundamental part of attracting, motivating, and retaining brilliant workers. The central focus of job enrichment involves giving employees more control over their work so as to complete activities with increase independence, freedom, and responsibility (Armstrong, 2006). Managers in fast food restaurants are encouraged to consider the importance of job enrichment by creating factors that contribute to a challenging, supportive, and rewarding work environment. A number of core job enrichment measures have been illustrated as skill variety, task identity, task significance, autonomy, and feedback (Fried & Ferris, 1987). This paper focused on three measures of job enrichment namely task significance, skill variety, and autonomy that influence employee satisfaction.

Task Significance: Hackman and Oldham (1980) conceptualized task significance as the degree to which the job provides an opportunity for employees to have a beneficial impact that may improve their lives and welfare. Orooj and Gaurav (2020) pronounced that task significance refers to the amount to which the job has a crucial effect on the lives of people within and outside the organization. Although, task significance is a predictor of results that enables employee to perceive their work as more meaningful and increase job performance. Furthermore, Crow (2021) disclosed that task significance contributes to increased employees' competence and satisfaction. If workers in the fast food restaurants experience their work to be meaningful and favourable, it may improve the lives of the stakeholders. When employees realize how their work makes a positive difference, by giving them happiness, provides a sense of purpose, highly motivating, and this awareness could significantly boost job satisfaction.

Skill Variety: Skill variety relates to the extent to which a task requires the employee to use various kinds of skills, capabilities, and talents to perform their job roles (Obi-Nwosu et al., 2013). Skill variety is the degree to which the employee integrates different skills and abilities in carrying out his duties. Neyshabor (2013) indicated that skill variety serves as a means of motivating and retaining workers for higher performance and satisfaction. Similarly, Najameddin et al. (2021) found that skill variety leads to increased employees' competence and satisfaction. When a job involves the use of various skills and talents, it prevents dullness and keeps the work engaging. Neyshabor (2013) disclosed that employees who use a wider range of their abilities and skills have a tendency to feel recognized, competent, which boosts their engagement and satisfaction in the work.

Autonomy: Task autonomy is the degree to which a job offers substantial independence and discretion to the employees in scheduling their work and determining the procedures to be employed in carrying

out their duties (Putri & Setianan, 2019). Task autonomy signifies the degree to which the employee could exercise his freedom and will while performing work. Newstrom (2011) asserted that autonomy is one of several mechanisms through which workers acknowledged meaning in their work. In addition, high levels of autonomy provide employees with a sense of control over their work, inspiring creativity, and innovation. Task autonomy also permits workers to personalize their approach to work, which may lead to improved job performance and personal satisfaction (Putri & Setianan, 2019).

Employee satisfaction

Putri and Setianan (2019) considered employee satisfaction as the positive feelings an employee gets from his job or work experience. Mahmood (2019) emphasized that employee satisfaction denotes the gratification an employee gets from organization's policies, strategies, management, co-worker relationship, and the aggregate effect that the employee's job impact on their family and society. Arnold and Feldman (1986) regarded employee satisfaction as a person's attitude or emotional response towards his job. Notwithstanding, employee satisfaction represents the positive state of mind about employees job. Employee satisfaction is the key ingredient that comes from income, promotion, recognition, and the achievement of other goals (Kaliski, 2007). Employee job satisfaction is generally perceived to be directly linked to productivity, as well as, to personal well-being. Accordingly, employee satisfaction points toward doing a job the employee enjoys, doing it well, and being rewarded for one's efforts. Employee satisfaction also includes enthusiasm and happiness with the work. Ordinarily, employee satisfaction happens when a worker in fast food restaurant likes his work, appreciates it, and feels positive about it. Sharma and Jyoti (2006) mentioned that employee satisfaction is a function of the degree to which an employee needs are achieved. Employee satisfaction epitomizes the extents to which expectations are harmonized with rewards.

Methodology

The researcher adopted a descriptive survey design which was necessary to understand the target population. Population of the study involves 152 carefully chosen employees from eight fast food restaurants in Port Harcourt, Rivers State, which comprised managers, supervisors, concession cashier, and food service worker. Random sampling method was applied to ensure that the participants have equal opportunities in the study. The sample size was 110 calculated through Taro Yamane's formula. Primary and secondary data were adopted for the study. Copies of questionnaire were circulated to the respondents for the purpose of collecting data. The questionnaire was designed within job enrichment and employee satisfaction (Nachimias & Nachmias, 1976). It was also divided into three sections like section A, B, and C, where A epitomizes participants profile, B focused on independent variable, and C deals on dependent variable. The items were stated in an ordinal scale using the 5-point Likert's scale of 1 (strongly disagree), 2 (disagree), 3 (neutral), 4 (agree), and 5 (strongly agree). Spearman rank correlation coefficient was utilized as the statistical instrument for this study. The reliability of the research instrument was confirmed in Cronbachs Alpha, where if the results were above 0.70, showing that the research instrument for the study was reliable.

Table 1 *Cronbach Alpha Reliability Results*

	Variable	Reliability	Number of Items
Job Enrichment	Task significance	.810	5
	Skill variety	.778	5
	Autonomy	.821	5
	Employee satisfaction	.711	5

The three hypotheses proposed for this study include:

H₀₁: There is no significant relationship between task significance and employee satisfaction in fast food restaurants in Port Harcourt, Rivers State.

H₀₂: There is no significant relationship between skill variety and employee satisfaction in fast food restaurants in Port Harcourt, Rivers State.

H₀₃: There is no significant relationship between autonomy and employee satisfaction in fast food restaurants in Port Harcourt, Rivers State.

Results and Discussion

Test of Hypotheses One

H₀₁: There is no significant relationship between task significance and employee satisfaction in fast food restaurants in Port Harcourt, Rivers State.

HA₁: There is significant relationship between task significance and employee satisfaction in fast food restaurants in Port Harcourt, Rivers State.

Table 2 *Spearman Rank Correlation of Task Significance and Employee Satisfaction*
Correlations

			Task Significance	Employee Satisfaction
Spearman's rho	Task Significance	Correlation Coefficient	1.000	.998**
		Sig. (2-tailed)	.	.000
		N	110	110
	Employee Satisfaction	Correlation Coefficient	.998**	1.000
		Sig. (2-tailed)	.000	.
		N	110	110

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

The results in Table 2 proved the relationship between task significance and employee satisfaction. These results illustrated that there was a positive significant relationship between task significance and employee satisfaction. Where $r = .998$ and $p = .000$ which showed that $p < .005$. Therefore, the null hypothesis is rejected and alternative accepted. This suggests that employee job attracts happiness to him and the well-being of other people.

Test of Hypotheses Two

H₀₂: There is no significant relationship between skill variety and employee satisfaction in fast food restaurants in Port Harcourt, Rivers State.

H_{A2}: There is significant relationship between skill variety and employee satisfaction in fast food restaurants in Port Harcourt, Rivers State.

Table 3 Spearman Rank Correlation of Task Significance and Employee Satisfaction Correlations

			Skill variety	Employee satisfaction
Spearman's rho	Skill variety	Correlation Coefficient	1.000	.901**
		Sig. (2-tailed)	.	.000
		N	110	110
	Employee satisfaction	Correlation Coefficient	.901**	1.000
		Sig. (2-tailed)	.000	.
		N	110	110

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

In Table 3, the results discovered positive significant relationship between skill variety and employee satisfaction. This proved that $r = .901$ and $p = .000$ which showed that $p < .005$. Therefore, the null hypothesis is rejected and alternative accepted.

Test of Hypotheses Three

H₀₃: There is no significant relationship between autonomy and employee satisfaction in fast food restaurants in Port Harcourt, Rivers State.

H_{A3}: There is significant relationship between autonomy and employee satisfaction in fast food restaurants in Port Harcourt, Rivers State.

Table 4 Spearman Rank Correlation of Autonomy and Employee Satisfaction Correlations

			Autonomy	Employee satisfaction
Spearman's rho	Autonomy	Correlation Coefficient	1.000	.929**
		Sig. (2-tailed)	.	.000
		N	110	110
	Employee satisfaction	Correlation Coefficient	.929**	1.000
		Sig. (2-tailed)	.000	.
		N	110	110

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

The results in Table 4 showed a positive significant relationship between autonomy and employee satisfaction in fast food restaurants in Port Harcourt, Rivers State. **Thus**, $r = .929$ and $p = .000$ which was less than .005. This means the null hypothesis is rejected while alternative hypothesis accepted. This result also indicated that when employees have freedom to complete their tasks and decide how the work is to be done, it creates employee satisfaction.

Discussion of Findings

The first hypothesis stated that there is no significant relationship between task significance and employee satisfaction in fast food restaurants in Port Harcourt, Rivers State. The findings show that alternative hypothesis is accepted hence, there is positive significant relationship task significance and employee satisfaction in fast food restaurants in Port Harcourt, Rivers State. The results specify that employee job attracts happiness to him and the well-being of other people. This finding is in connection with Orooj and Gaurav (2020) who noted that task significance refers to the amount to which the job has a crucial effect on the lives of people within and outside the organization. The findings in this study agrees with Beck (1983) who revealed that job enrichment was significantly positively associated with job satisfaction. The second hypothesis shows that there is positive significant relationship between skill variety and employee satisfaction in fast food restaurants in Port Harcourt, Rivers State. The finding shows that workers have the opportunity to do different tasks, using wide variety of skills and talents. This result in accord with the literature in Neyshabor (2013), that disclosed that employees who use a wider range of their abilities and skills have a tendency to feel recognized, competent, which boosts their engagement and satisfaction in the work. The third hypothesis using the alternative hypothesis reveals that there is positive significant relationship between autonomy and employee satisfaction in fast food restaurants in Port Harcourt, Rivers State. This result specifies that employees have freedom to complete their tasks and decide how the work is to be done. The finding is in agreement with Putri and Setianan (2019), who narrated that task autonomy also permits workers to personalize their approach to work, which may lead to improved job performance and personal satisfaction.

Conclusion

This study has established the effect of job enrichment on employee satisfaction in fast food restaurants in Port Harcourt, Rivers State. The researcher concluded that all the measures of job enrichment such as task significance, skill variety, and autonomy have positive significant relationship on the employee satisfaction. It was also revealed that an increase in job enrichment enhances employee satisfaction.

Recommendations

- i. Fast food restaurants should increase task significance among the workforce that could stimulate employee satisfaction and organizational performance.
- ii. The management of Fast food restaurants should always promote skill variety by allowing workers to use their various skills to perform their job so as to achieve efficiency and employee job satisfaction.

- iii. Fast food restaurants should encourage job autonomy where the employees enjoy independence, freedom, to apply their initiatives to solve job related problems. The implementation of autonomy generates employee satisfaction.
- iv. Organizations should adopt job enrichment as a culture and policy to inspire job satisfaction.

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