

Job Enrichment and Employee Commitment in Selected Brewing Firms in Anambra State

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Abstract: The seeming non autonomy of work in the studied organization necessitated this study. The study examined the type of relationship between job enrichment and employee commitment in selected brewing firms in Anambra State. A survey research design was adopted. A sample of 156 respondents was selected from the population size of 543 using Taro Yamani Formula. A 12-item questionnaire with close ended questions was used for data collection. Pearson Product Moment Correlation Coefficient was used for data analysis. Finding showed that there is a significant positive relationship between job autonomy and affective commitment among the employees in the selected brewing firms. It was also found that when the jobs of the employees are enriched, their commitment level would increase positively and that would ultimately increase their productivity level in the organization. The study recommended that organizations should focus on giving employees a considerable level of job autonomy, this would enable them to utilize their skills and ability to complete assigned tasks and take responsibility for their actions, as well as maintaining strong loyalty and commitment level to the organization.

Keywords: Job enrichment, Employee Commitment, Job Autonomy, Affective Commitment, Skill Variety, Continuance Commitment

INTRODUCTION

Background of the Study

In today's competitive business world, every organization is facing new challenges regarding sustained productivity and creating committed workforce. In the ever turbulent contemporary business environment, no organization can perform at peak levels unless each employee is committed to the organizations objectives. Job enrichment has become a fundamental tool for management in improving employees' motivation and commitment. It occurs when an employer through development and intensification, placed extra amount of work on employees with the aim of making it more interesting, meaningful and increasing job challenge and responsibility. Jobs are enriched to motivate employees by adding to their responsibilities with a greater need for skill varieties in their jobs. Due to the rapid change in environment and increasing level of competitive rivalry, organizations are now beginning to shift from the traditional ideological orientation of 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 [1, 2]. In job enrichment, workers derive pleasure and fulfillment in their position with a greater variety of skills (Kamal, Chris, Patterson, & Wood,

2008) and tasks that require self-sufficiency (Behson, Eddy, & Lorenzet, 2000). The principle of job enrichment in the practice of human resource management has tremendously been seen as a dynamic process of increasing the work structures and processes with an environment that gives room for autonomy, flexibility, personal growth and satisfaction to the workplace [3].

The way a work is structured play a role in deciding how motivated, satisfied and committed an employee will be. Several studies have indicated that when tasks are routine, monotonous, repetitive and unrewarding with an over controlled authority structure, workers tend to be highly dissatisfied, bored and demotivated. Job enrichment has contributed in reducing these de-motivating factors by giving employees the right of decision making [4], and control over their task in order to promote healthier performance to the workplace [5]. Though Brown [6] argues that job enrichment does not work for every employee. The principle of individual differences indicate that some people tend to assume more responsibilities which later leads to skill varieties, self-sufficiency, personal growth and satisfaction while others resist [2]. However, it can be reiterated that job enrichment becomes effective, meaningful and interesting to employees provided the tasks will increase employees' job commitment.

Organizations just like the ones studied (Nigeria Breweries, Onitsha and SABMiller breweries, Onitsha) value commitment among their employees because it is typically assumed to reduce withdrawal behaviour, such as lateness, absenteeism and turnover. Hence, there is no doubt that these values appear to have potentially serious consequences for overall organizational performance. Most organizations have realized that the performance of their workers plays a vital role in determining the success of the organization [7, 8]. As such, it is important for employers and managers alike to know how to get the best of their workers. One of the antecedent determinants of workers' performance is believed to be employee commitment [8]. This is because, committed employees who are highly motivated to contribute their time and energy to the pursuit of organizational goals are increasingly acknowledged to be the primary asset available to an organization [9]. Furthermore, employees who share a commitment to the organization and their collective well-being are more suitable to generate the social capital that facilitates organizational learning. From the foregoing, it is observed that job enrichment provides employees with the autonomy, skill variety and training needed to enhance their commitment towards organizational tasks. Hence this study evaluates the relationship between job enrichment and employees' commitment in Nigerian Brewery, Onitsha and SABMiller Plc Onitsha all in Anambra State, Nigeria.

Statement of the Problem

In this world of globalization, organizations are competing globally and one of the vital resources to organizational competitive advantage is the employees. With the view to making employees to be committed in the organization, management has resorted to fair compensation policies and human resource (HR) strategies ranging from promotion, job security, and good working conditions. However, management of the studied brewery firms fail to understand why some employees are not committed to the organization even though they have proactively implemented fair compensation policies and human resource (HR) practices to motivate and retain them. It was observed that in the studied firms, that employees appear bored, tired, lack participation and autonomy. This seems to be as a result of poor job enrichment practices in the firms. These seem to be affecting the commitment level of employees as they are ready to do only what they are asked to do; they seem not to have a sense of duty and responsibility. It is within the foregoing that the study evaluates the relationship between job enrichment and employees' commitment in selected Brewing Firms in Anambra State.

Objectives of the Study

The main objective of the study is to examine the relationship between job enrichment and

employees' commitment in selected Brewing Firms in Anambra State. The specific objective of the study is to;

- i. Determine the type of relationship between job autonomy and employees' affective commitment in selected Brewing Firms in Anambra State.

Research Question

- What is the type of relationship that exists between job autonomy and employees' affective commitment in selected Brewing Firms in Anambra State?

Hypothesis

- I. **H₁**: There is a significant positive relationship between job autonomy and employees' affective commitment in selected Brewing firms in Anambra State.

REVIEW OF RELATED LITERATURE

Conceptual Review

Job Enrichment

The concept of job enrichment has been defined differently by different people at different times. But in all, it is about making the work employees do more enjoyable; building in motivational elements into the job. Lunenburg [10] posits that it is a job design strategy for enhancing job content by building into it more motivating potential. It is an attempt to motivate employees by giving them the opportunity to use their abilities [11, 12]. It is the systematic technique of "harnessing works processes and procedures for stimulating employees' performance and satisfaction" [13]. The essence is to help employees to build a sense of self management and self-sufficiency (Kokemuller, 2008).

Job Enrichment is aimed at given employees more control over their job and making them to have a sense of responsibility. It is an addition in job related tasks with a view to increase employee control and responsibility [14]. It is a qualitative change to a job that increases the extent of autonomy, feedback, and significance of the job, allowing workers to have better control and feedback in their work setting. Yasdani, Yaghoubi and Giri [15] define it as changing job content in order to make tasks challenging and to increase productivity.

An enriched job has several advantages to the organization in general and the employees in particular. Lawler [16] finds that an enriched job has been attributed with certain critical characteristics. His research identifies three psychological conditions for a job to be considered as enriched – Experience of meaningfulness, the experience of responsibility for outcomes and feedback or knowledge of results. Yasdani, Yaghoubi and Giri [15] opine that it provides employee empowerment, and in turn leads to autonomy, in which such employee will manifest greater

responsibility, engagement on work, satisfaction, commitment and performance and gives them a feeling or sense of belongingness. It leads to high level of job satisfaction as compared to traditional specific jobs [16].

There are elements that must be built into a job for it to be regarded as an enriched job. Hackman and Oldham [14] as cited in Newstrom [16] avers that for a job to be called enriched, it must have the five job enrichment dimensions which include: skill variety, task identity, task significance, autonomy and feedback.

Job Autonomy

The focus of this study is on Job autonomy which is an aspect of job enrichment. Autonomy is the degree to which the 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. It is considered fundamental in building a sense of responsibility in employees [18].

Employee Commitment

Employee commitment is a way of measuring the performance of employees in an organization. It refers to the level at which an employee attaches himself to the job or organization and sees its success or failure as his own. Ketchand and Strawser (2001) opine that employee commitment is the attachment which is formed by individuals towards their employing organizations. It is a psychological state that binds people towards an activity related to the purposes in an organization [19]. It is the individual feelings of employees with regard to the organization [20]. The importance of this term might be analyzed from the fact that over the past, numerous researches have been carried out in order to find methods which might increase an employee's commitment to his job and organization [21]. All of these researches suggest somewhat the same, which is that organizational performance is highly dependent upon the organizational commitment (overall sum of employee commitment).

Employee commitment has three major types. Meyer and Allen [22] insist on three distinct components of organizational commitment in order to maintain membership in an organization:

- a) Affective commitment (a desire): It is the emotional attachment to one's organization. The degree to which an individual is psychologically attached to an employing organization through feeling such as loyalty, affection, worth, belongingness, pleasure and so on.
- b) Continuance commitment (a need). It is the costs associated with leaving the organization. It reflects economic ties to the organization based on the costs associated with leaving the organization. Employees that do not contemplate leaving a

company for fear of losing their benefits, the possibility of taking a pay cut, and the fear of not being able to find another job is constrained to stay with its organization due to continuance commitment. There is thus difficulty in "giving it up" and the unknown "opportunity cost" of leaving the organization or having few or no alternatives.

- c) Normative commitment (an obligation) is the attachment that is based on motivation to conform to social norms regarding attachment. It is the perceived obligation to remain with the organization. It makes employees remain with an organization by virtue of their belief that it is the "right and moral" thing to do

Meyer and Allen [22] note that all three forms of organizational commitment depend on the opportunity the organization provides for the employees to feel motivated towards growth and achieve some self-actualization.

Theoretical Framework

The study is anchored on enriched job characteristics theory postulated by Hackman and Oldham [14]. The theory was built on the previous knowledge and research, mainly coming from Need Hierarchy Theory, Expectancy Theory, Herzberg Two-Factor theory (Garg & Rastogi, 2005) and using also an earlier work by Turner and Lawrence (1965) about task attributes. This theory assumed that the main approach to job enrichment is based on the job characteristics, which offer motivation, satisfaction, commitment, involvement, performance quality, and withdrawal behaviours such as absenteeism and turnover are a function of three critical psychological which are experienced meaningfulness, responsibility for outcomes, and knowledge of results (Grant & Shin, 2011 and Lawler, 2003).

This theory proposes that the job itself should be designed to possess certain characteristics that create conditions for high work motivation, satisfaction, performance involvement, and commitment. It identifies the tasks condition in which individual is predicted to prosper in their work. The theory gives the management the insight that employee effectiveness can be enhanced by enriching the jobs with high levels of key characteristics and making sure those employees with appropriate personal qualities are assigned to these jobs [14].

In today's competitive business world, every organization is aspiring to have committed and motivated workforce who are passionate about carrying out set tasks and committed to achieving organizational objectives. The reason for using the job enrichment theory is that it proposes that a job should be designed to possess certain characteristics that create conditions for high work motivation, satisfaction, performance involvement, and commitment; and identifies the tasks

condition in which individual is predicted to prosper in their work

Empirical Review

Magaji [23] conducted a study on the assessment of the effect of job enrichment on non-academic staff motivation in private universities in Nigeria; a survey of selected private universities in South-western Nigeria. The study employed a cross-sectional survey design. Data was collected from 547 non-academic staff and was analyzed using Descriptive Statistics (mean, standard deviation) and Regression Analysis to assess the job enrichment and motivation-rating in line with the objectives of the study. The finding revealed that there is strong positive relationship between job enrichment and employee motivation. Results showed that job enrichment account for employee motivation at 66% relationship and 44% variation at a significance level of 0.05. This shows that non-academic staff in the sampled universities are highly motivated by the practice of job enrichment design. The study however concluded that human resources directors of the seven selected private universities surveyed and other organizations alike should take account of individual differences, attributes and people orientation to work.

Sanda, Asikhia and Magaji [24] evaluated the effect of job enrichment on employee satisfaction in selected private universities in south-west Nigeria. The study employed a cross-sectional survey design. The population of the study was 2462 non-academic staff distributed among the seven (7) approved private universities that had existed for six years in South-West Nigeria. A sample of 740 respondents was selected using multi stage sampling technique. 618 filled questionnaires were returned but 547 were found useable. Simple regression model was used to analyze the data collected. The finding revealed that there is a significant positive relationship between job enrichment and employee satisfaction in selected private universities in South-West Nigeria. The regression results also showed that 44% of the variation in employee satisfaction can be explained by the changes in practice of job enrichment.

Vijay and Indradevi [25] conducted a study on job enrichment and individual performance among faculties with special reference to a private university. This study focuses on the relationship between job enrichment and individual performance. A quantitative research was employed to explore the factors of job enrichment (Task Significance, Task Identity & Skill Variety) on individual performance in education institution. Data was collected from the faculties in private university using probability stratified random sampling techniques to measure the relationship between the three factors towards individual performance. The finding of the study showed that there is a relationship between Job enrichment and Individual

performance. Among job enrichment factors, Task Identity contributes more towards enhancing the performance of individuals. Hence it was recommended that academic institution should focus on giving academic freedom to their faculty. This would enable them to utilize their skills and ability and space should be provided for the faculty to complete their, task on their own.

Salau, Adeniji and Oyewunmi [26] examined the relationship between elements of job enrichment and organizational performance among the non-academic staff in Nigerian public universities. The main objective of the study was to investigate the relationship between the elements of job enrichment and organization performance among the non-teaching staff in Nigerian public universities. Descriptive research method was adopted for this study using one hundred and ninety seven (197) valid questionnaires which were completed by selected public universities in Ogun State, South-west Nigeria. Stratified and simple random sampling techniques were adopted for the study. The data collected were statistically analyzed in a significant manner. Findings revealed that there are positive correlation between job depth, on the job training and core job dimension elements of the job enrichment and workers/organizational performance while there was no correlation between motivators' elements and performance. Hence, increased recognition of task significance will stimulate the employees to further raise their commitment towards the attainment and realization of the goal and objectives of the institutions/organizations.

Bassey [27] aimed to identify the key issues of job design research and practice to motivate employees' performance in Nigeria. The study looked at job design with respect to employee motivation and job performance that skills, task identity, task significance, autonomy, feedback, job security and compensation are important factors for motivating employees. The findings revealed that a dynamic managerial learning framework is required in order to enhance employees' performance to meet global challenges and recommended that attention should be given specifically to the psychological needs of workers and how they may be met.

Summary of Reviewed Literature

The literature has looked at the relationship between job enrichment and employee commitment in organizations. The problem addressed in the literature is the continuous disparity among scholars in finding a common agreement on whether job enrichment influences employee commitment in organizations. While some scholars posit that job enrichment influences employee commitment in organizations; others believe that motivation influences employee commitment in organizations. Gap however exists in the periods and the countries where the studies were

carried out. Most of the studies were carried out in the university environment and not in the studied or related firms. This study therefore intends to fill the gap by carrying out the research in these firms.

METHODS

Research Design

A survey research design was adopted in this study as it collected data from sampled respondents through structured questionnaire.

Sources of Data

The data for this work were sourced from both primary and secondary sources. The primary source of data was first-hand responses obtained directly from the target respondents through questionnaire. The secondary data was obtained from existing literature in the field of study which was available to the researcher such as: journals, text book, internet materials, unpublished write ups etc.

Population of the Study

The population of the study covers the entire staff of the Nigerian Brewery, Onitsha (43) and SabMiller PLC Onitsha (500). Hence, the population size of the study is 543.

Sample Size and Sampling Technique

The population size of the study (543) was deemed to be large; and the researcher opted to make use of the sample rather than make use of the entire population. The statistical tool of Taro Yamani (1964) was used to determine the sample size.

Yamani's Statistical formula for sample size determine is;

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

Where n = sample size, N = population size, and e = error limit.

With an error limit of 0.08, population size of 543, the sample size will be calculated as follows;

$$n = \frac{543}{1+543(0.08)^2} = \frac{543}{3.48} = 156$$

The sample size of the study is 156. The Bowley's formula was used to determine each category of staff representation in the sample.

Bowley's formula is;

$$nh = \frac{nNh}{N}$$

Where n = total sample size.

Nh = No. of items in each stratum in the population.

N = population size.

- Nigeria Brewery PLC = $43 \times 156/543 = 12$
- SABMiller PLC = $500 \times 156/543 = 143$

Twelve copies of the questionnaire were administered in the Nigeria Brewery PLC while 143 copies were administered in SABMiller Plc. After

identifying the copies of questionnaire that was administered; the simple random sampling technique was used to ensure that respondents were systematically selected without bias.

Method of Data Collection

Questionnaire was used as instruments for data collection. The instrument was coded in a five point Likert scale format. The code are as follows: Strongly Agree (5), Agree (4), Undecided (3), Disagree (2) and Strongly Disagree (1). The 12 – item questionnaire was divided into two sections; section A and section B. Section A dealt with the bio-data of respondents, while section B which was made up of structured multiple choice questions which dealt with essential issues concerning job enrichment and employees commitment. The instrument was used mainly to elicit information from the respondents.

Validity of the Instrument

To ensure the validity of the questionnaire, the questionnaire together with the objectives of the study and hypotheses were sent to two experts and specialists in the field of research at Faculties of Management Sciences and Education, Nnamdi Azikiwe University Awka. This was to establish that the instrument was the appropriate one for measuring the variables contained in the study. Indeed, the aim was to ensure that the questions as contained in the questionnaire were direct, clear and in simple language so as to avoid error and misrepresentation caused by ambiguity. The instrument was judged to have both face and content validity. The opinions and advice of these experts and specialists were highly considered in preparation of the final draft of the questionnaire.

Reliability of the instrument

To determine the reliability of the instrument, a test-retest method was employed by administering the same questionnaire to a group of participants at different times (two weeks interval) this is to make sure that the time was not too short or too long in order to abridge the memory effects of the respondents or setting in of some intervening variables. To determine the reliability of the questionnaire, the Spearman Rank Order Correlation Coefficient was used to assess the strength of the relationship between the two sets of results from the copies of questionnaires. After the computation, the reliability of 0.83 was obtained. This was considered high enough for the instruments to be reliable

Method of Data Analysis

Data analysis was carried out using Pearson's Product Moment Correlation Coefficient with the aid of the SPSS at 5% level of significance.

DATA PRESENTATION AND ANALYSIS

Table 1: Descriptive Statistics

S/N	Variables	N	FX	Mean(x)	Remark
Job Enrichment (Job Autonomy)					
1	My job does not give me the opportunities to try out new and innovative ways to carry out my job responsibilities.	150	584	3.89	Agreed
2	I have independence in scheduling my work and determine how I do it.	150	405	2.7	Disagreed
3	I am not given adequate freedom by my supervisor to do my work efficiently.	150	603	4.02	Agreed
4	I am personally responsible for my success and failure.	150	615	4.1	Agreed
5	The job does not allow me to make a lot of decisions on my own.	150	551	3.67	Agreed
6	My organization does not create autonomous work teams with responsibility and authority.	150	607	4.05	Agreed
Employee Commitment (Affective Commitment)					
7	I would not like to spend the rest of my career with this organization.	150	496	3.41	Agreed
8	I enjoy discussing my organization with people outside it.	150	353	2.45	Disagreed
9	I do not really feel as if this organization's problems are my own.	150	487	3.25	Agreed
10	I think that I could easily become as attached to another organization as I am to this organization.	150	615	4.1	Agreed
11	I feel like 'part of the family' at my organization.	150	449	2.49	Disagreed
12	I feel emotionally attached to this organization	150	368	2.99	Disagreed

Source: Field survey, 2016

Test of Hypothesis

H_i: There is a significant positive relationship between job autonomy and employees' affective commitment in Brewing firms in Anambra State.

Table 2: Correlation Output(Correlations)

		Job autonomy	Employee affective commitment
Job autonomy	Pearson Correlation	1	.831**
	Sig. (2-tailed)		.03
	N	150	150
Employee affective commitment	Pearson Correlation	.831**	1
	Sig. (2-tailed)	.03	
	N	150	150

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

Source: Field Survey, 2016. Computation: SPSS Ver. 20

DISCUSSION OF FINDINGS

Finding from the test of the hypothesis shows that there is a significant positive relationship between job autonomy and employees' affective commitment in the selected Brewing firms in Anambra State. This means that when the job of employees is highly enriched, they tend to be more committed to the organization. This finding is in line with the finding of Magaji [23] who conducted a study on the assessment of the effect of job enrichment on non-academic staff motivation in private universities in Nigeria and found out that there is strong positive relationship between job enrichment and employee motivation. Also, Salau, Adeniji and Oyewunmi [26] who examined the relationship between elements of job enrichment and

organizational performance among the non-academic staff in Nigerian public universities revealed that there are positive correlation between job depth, on the job training and core job dimension elements of the job enrichment and workers/organizational performance.

SUMMARY OF FINDINGS

From the analysis above, it shows that the probability value (0.03) is less than the alpha value (0.05), the researcher therefore reject the null hypothesis and conclude that there is a significant positive relationship between job autonomy and employees' affective commitment in the selected Brewing firms in Anambra State with a correlation value of 0.831.

CONCLUSION

The study concludes in line with the findings that employees are indispensable to achieving organizational goals and objectives hence job autonomy enhances employee commitment towards accomplishing organization's tasks.

RECOMMENDATIONS

The following recommendations were made:

- i. Organizations should establish a cohesive relationship with their employees in order to analyze the extent of their attachment in the organization and necessary continuous action to increase and maintain the loyalty and commitment level of the employees.
- ii. Organizations should focus on giving employees a considerable level of job autonomy. This would enable them to utilize their skills and ability to complete assigned task and take responsibility for their actions, as well as maintaining strong loyalty and commitment level to the organization.

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